DOCUMENT RESUME

ED 058 916 LI 003 422

AUTHOR	Holt, Raymond M.
TITLE	Focusing Library Service on the Economic Community: An Evaluation of an LSCA Demonstration Project in Pasadena and Pomona.
INSTITUTION	Holt (Raymond M.) and Associates, Del Mar, Calif.
SPONS AGENCY	California State Library, Sacramento.
PUB DATE	Dec 71
NOTE	319p.; (48 References)
EDRS PRICE	MF-$0.65 HC-$13.16
DESCRIPTORS	*Business; Demonstration Projects; Evaluation; *Experimental Programs; *Industry; *Library Programs; *Library Services
IDENTIFIERS	*California

ABSTRACT

During the past two decades, public libraries have launched numerous outreach programs intended to reach the "unserved" in our society. At least one group has been largely overlooked in this missionary effort - the businessman! While they may not qualify as "deprived" in the socio-economic sense, representatives of business and industry constitute a significant group whose unfilled information requirements must place them in the vanguard of the "unserved." This study is an evaluation of an "outreach project" geared to the men and women engaged in business and industry - the "Economic Community." This experiment may have no parallel in library annals. Beginning with an actual market survey of the potential customer, the Demonstration Project went on to explore a variety of ways to meet the unusual and compelling information needs of this group. (Author/NH)

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FOCUSING LIBRARY SERVICE ON THE ECONOMIC COMMUNITY:

An Evaluation of an LSCA Demonstration Project in Pasadena and Pomona

by

(1) RAYMOND M. HOLT, *Library Consultant*

AV. ?
$1.00

This evaluation constitutes the final report on an LSCA Demonstration Project funded by the California State Library under Title I of the Library Services and Construction Act.

(4) Sacramento CIQ11135

(3) *RAYMOND M. HOLT and ASSOCIATES* — *LIBRARY CONSULTANTS*

Del Mar, California • December, 1971

316p.
48 ref.

LI 003 422

PREFACE

During the past two decades, public libraries have launched numerous outreach programs intended to reach the "unserved" in our society. At least one group has been largely overlooked in this missionary effort - the businessman! While they may not qualify as "deprived" in the socio-economic sense, representatives of business and industry constitute a significant group whose unfilled information requirements must place them in the vanguard of the "unserved."

As the title of this report denotes, the ensuing study is an evaluation of what might best be described as an "outreach project" geared to that minority which is composed of the men and women engaged in business and industry. We choose to call this our "Economic Community."

This experiment may have no parallel in library annals. Beginning with an actual market survey of the potential customer, the Demonstration Project went on to explore a variety of ways to meet the unusual and compelling information needs of this group.

It has been a privilege to have been a part of this Project from its inception through its evaluation. I wish to thank each person who participated in the Project for their outstanding effort. A very special "thank you" is reserved for Marjorie Donaldson, City Librarian of the Pasadena Public Library. She has quietly borne much of the burden of this program. Her positive attitude and unflagging encouragement have been immeasurably helpful.

I am sure that those who were involved in the Project join me in expressing the hope that the reader will find inspiration and challenge in these pages, as well as facts, figures and description. The transplanting of these elements by other libraries will multiply the yield of the program. The ultimate value of this Project must, of course, be measured in the degree to which businessmen have found the public library vital to their operations and decision making processes.

With these thoughts and wishes, may I commend this report to your reading, study, and use.

Raymond M. Holt

Raymond M. Holt
Library Consultant
Del Mar, California

December 21, 1971

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FOREWORD

The Business-Industry project evaluated in this report stemmed from a discussion between the Pomona Librarian, Raymond M. Holt, and the Pasadena Librarian, Marjorie Donaldson. We agreed that there was a need to serve the Economic Community more specifically than most public libraries had been doing. We were aware that our two libraries were similar in many ways, but perhaps dissimilar in terms of the types of business communities served.

The major problem in the extension of our service to businessmen was an apparent lack of knowledge about their needs. What did they need? What did we have for them? And what did they need to know that we had? These questions seemed to indicate the need for a survey to determine the answers.

We discussed our general idea with representatives of the California State Library and it was suggested that we present a grant request for a planning survey which might lead to a project grant. Thus we were launched into a joint project for Library Service to the Economic Community.

The Demonstration Project is presented in detail in the following pages. We hope it will be helpful for those of you who may find some part of this project adaptable to your own library. Raymond M. Holt, who, at the outset of the project, was the City Librarian for Pomona, has since become a full-time library consultant and, therefore, available to prepare this final evaluation and Project Report. His bias in being involved in the earlier phases of the Project is no deterent, for he is a dedicated librarian concerned with user-oriented library services.

We feel that this Project was very worthwhile. The staff has worked hard to make it successful. Members of the Economic Community have proven to be most appreciative and receptive.

Marjorie Donaldson

Marjorie Donaldson
City Librarian
Pasadena Public Library

CHAPTER I

THE CONCEPT AND THE PROGRAM

While the "Economic Community" composed of those engaged in business and industry, has long been recognized as a legitimate part of the public library's multifaceted "public" there has been little effort to research the potential needs of this segment. The relationship of the library to the economic community has been described by economist and research consultant Gerhard N. Rostvold[1] in these terms:

> The profitable business enterprise, whether industrial, commercial, financial or service-oriented, can generally trace its success to four basic conditions: first, internal cost and product quality control; second, financial control; third, effective marketing techniques, and fourth, scientific management decision-making and control over all phases of operations. These are the requisites of success in a private enterprise system.
>
> Stated in another way, it is absolutely essential that modern management have the best available information relating to effective production, financial, marketing, and decision-making. The generation of profit will be directly correlated with the availability of information relating to these distinct areas of operation and the manner in which management apply the data to the decision-making process.
>
> The information which the community library can provide management in the business sector takes many forms. Statistical data on marketing, cost, financial, tax, spending and other business trends are representative of one important type of information which can be useful to management decisions. Available library source materials can provide added insights into the manner in which more efficient production, marketing and financial control may be realized.
>
> A changing economic environment demands scientific management decision-making and control if product markets and return on capital investment objectives are to be protected. The resources of the community library represent a potential asset on the balance sheet of business enterprise.

Recognizing their responsibility for supplying information to this sector of the public, two libraries in Southern California, both members of the Metropolitan Cooperative Library System, undertook a special study in 1968-69 to determine the exact nature of this need. Two consultants, Mr. Robert S. Meyer, Library Consultant of Walnut Creek, California, and Dr. Gerhard N. Rostvold of Urbanics Research Associates, Claremont, California, were engaged to conduct a market analysis.

The unique and thorough study, described in Chapter II of this report, was published in May 1969 under the title *The Library and The Economic Community: Information Needs of Business and Industry in Pasadena and Pomona, California.*[2] A condensation of this 144 page report was later issued in the form of a colorful 16 page brochure for distribution to the businessmen who had cooperated in the market study and the general public. This pamphlet was titled: *Information for Business Decision Making: The Public Library and the Economic Community*, and published in the Spring of 1970. The base study as well as the above publications were funded by the California State Library under Title I of the Library Services and Construction Act.

In many ways, the interest in this subject and the shape of both the survey and the pilot projects were influenced by the earlier report prepared by George S. Bonn for the California State Library: *Technical Information for California Business and Industry: A Report to the California State Librarian.*[3] While other authorities had recognized, at least in passing, the importance and possible potential of public library service to the Economic Community, the Bonn study was the first to concentrate attention on this area in California. His report constituted the first phase of the planning stage for a program of services to industry and commerce under the Federal State Technical Services Act of 1965. (Public Law 89-182.)

Many of the findings and recommendations in the Bonn report were influential from the beginning. First, there was a provocative statement in the introduction to the report:

> . . . but judging from a careful reading of the literature of the past two decades, service to business and industry never really has been satisfactory either to outsiders or to the librarians. I cannot help but feel that much of this chronic non-satisfaction with public library service to persons with technical information needs stems from the non-certainty on the part of both outsiders and librarians that the public library ought to be giving such service in the first place. In my view, it comes to this: the public library will have to decide whether or not it is going to serve the reading, reference, and research needs of business and industry and of scientists and engineers who are not served by other special collections. If it is, then it must get on with the service. If it is not, then some other agency will have to.[4]

Coupled with this was Bonn's remarks prefacing his conclusions and recommendations:

> Library use studies and experience have shown that only the indomitable, determined, technical information seekers and the dedicated special librarians and professional literature searchers will go to any trouble at all (or to any distance) to get information. The vast majority of people, including those in business and industry, who may have real need for information, and may even know they

> do, will go only so far (in trouble or distance) to get it. This limit is soon reached. Any plan for technical information service will have to recognize that these differences exist and will have to arrange to serve both the many and the few.
>
> Extraordinary attention will have to be paid to the resources, the facilities, and the personnel in all local libraries which serve as contact points for business and industry. Not that they should be so numerous but that they should be well selected and appropriate to the all-important task of convincing the patron, whatever his needs are, that the library can truly be of help to him either immediately or within a reasonably short time. The success or failure of any statewide information network may well be determined at the very point where the patron with an interest in technical information first comes in contact with library service, whether it be a municipality's main library, a regional library, or selected neighborhood branch, or a comparable county library.[5]

These conclusions, plus the recommendation that a "Technical Information Network" be structured in the state to include public libraries of all sizes following the library systems concept seemed to make involvement in such activity both desirable and necessary. To the librarians of the Pasadena and Pomona Public Libraries, the next step appeared rather obvious: obtain more detailed information on the needs of those engaged in business and industry in the local communities. This too followed a recommendation made by Bonn.[6] The end result was the Meyer-Rostvold study reviewed in the next chapter of this report.

The findings and recommendations of the Meyer-Rostvold market analysis of the Economic Community proved to contain a wealth of possibilities for creative action. Not only were the expected conclusions reached: i.e., inadequate specialized collections and the need for librarians with special subject expertise and reference skills, there were also numerous suggestions for innovative programming. This led to the second stage of the project: a request for LSCA funds to carry out a projected two-year pilot program in the Pasadena and Pomona Public Libraries to implement as many of the recommendations of the Meyer-Rostvold study as possible. It was hoped that those elements which proved most successful could be implemented throughout the Metropolitan Cooperative Library System following the two-year project period.

Unfortunately, due to the reductions in LSCA funds, the initial grant was delayed in arrival and was limited to one year in duration. Later, an extension of the grant funds made it possible to carry the project somewhat beyond this period and enabled the preparation of this evaluative study and report.

Because relatively little research has been done in the field of public library service to business and industry, and because of the importance of this segment of the population to library service and support, the Meyer-Rostvold marketing survey, the pilot project, and this current evaluation should be of more than passing interest to librarians and interested laymen throughout the State. For this reason the ensuing report has attempted to be somewhat more thorough in its treatment of the subject than might otherwise be expected.

FOOTNOTES

[1] Information for Business Decision Making: The Public Library and the Economic Community. [1970] (Un-paged pamphlet.)

[2] Robert S. Meyer and Gerhard N. Rostvold, The Library and the Economic Community, Walnut Creek, California, 1969, 144 p.

[3] George S. Born, Technical Information for California Business and Industry: A Report to the California State Librarian, Sacramento, California State Library, 1966, 89 p.

[4] Ibid., pp. iv-v.

[5] Ibid., p. 71

[6] Ibid., p. 32.

CHAPTER II

HOW BUSINESSMEN VIEW THEIR INFORMATION NEEDS AND THE PUBLIC LIBRARY: THE MAJOR FINDINGS OF THE MEYER AND ROSTVOLD MARKET SURVEY OF THE ECONOMIC COMMUNITY

Public library services to business and industry have usually been established by librarians who, with the best of intentions but a minimum of facts, make suppositions as to the information needs of the businessman. Robert S. Meyer and Gerhard N. Rostvold were commissioned by the Pasadena Public Library and the Pomona Public Library to conduct an actual marketing study of business and industry in the two communities to determine what the actual information needs were, and how public libraries could better meet the needs and expectations of businessmen. The results of this market study were published in 1969 in a report titled: *The Library and the Economic Community: Information Needs of Business and Industry in Pasadena and Pomona, California*. Since it would be redundant to repeat the text of this report in any extended fashion, only the major findings are discussed in this chapter. The reader is directed to the text of the original report with the assurance that he will find it rich in additional information and suggestions.[1] This chapter is devoted to some of the findings of the study; the conclusions and recommendations on which the Demonstration Project was based are presented in the third chapter of this report.

A. PURPOSE OF THE MARKET SURVEY OF THE ECONOMIC COMMUNITY.

The general objectives and methodology of the Meyer-Rostvold study is stated by Mr. Meyer in the preface and opening pages of the report:

> This study represents a market analysis of the business firms in the Pasadena and Pomona areas, with respect to their needs, habits, and desires concerning their acquisition and utilization of the information they require in the course of their work.
>
> This study is based upon the premise that intelligent and effective library planning can proceed only from a knowledge of the needs, habits and desires of the intended users of the service. It begins by asking local businessmen about their information-gathering methods and problems, their internal and external sources of information and their opinions about present and proposed services from the public library.
>
> By interviewing and sending questionnaires to businessmen in the local communities, uniquely valuable information was elicited directly from those whom the expanded services are to serve. By interviewing the directors of the major academic and special libraries of the same

communities, the problems and prospects of developing more effective interlibrary cooperation to serve the needs of local businessmen were identified and explored. By interviewing the directors and department heads of the two city public libraries and the cooperative system of which they are members, and the Los Angeles Public Library (the research center for the region), the information was gleaned which could lead to more effective cooperation among different levels of the area's public library network.[2]

B. OBJECTIVES OF THE STUDY.

The objectives of the study were succinctly listed by the authors in the introduction to the report:

> 1. To perform a market analysis of the economic community's needs, habits, and desired concerning their acquisition and utilization of information required in their work.
> 2. To develop the roles, objectives, and functions most appropriate to the public library in expanding its services to the economic community.
> 3. To discover shortcomings and obstacles that exist in the services presently being provided by the public library, and to suggest remedies for them.
> 4. To discover the most effective means to improve communications between the public library and the economic community.
> 5. To identify other library resources of value to the economic community, and to develop ways and means of coordinating them in a cooperative effort for the benefit of all parties concerned.
> 6. To establish the parameters of a subsequent two-year demonstration program for total library service to the economic community, based upon the foregoing analyses, and including the cooperation of academic and special libraries with the public libraries.
> 7. To explore various means for obtaining continuing financial support from the members of the economic community who will be benefited by the expanded services.
> 8. To suggest areas of investigation which should be explored in future studies leading toward the long-range goal described above.[3]

C. TECHNIQUES.

To obtain the information needed, the study team used both field-tested interviews with businessmen and questionnaires circulated to a carefully selected list of personnel representing a structured sample of the economic communities of Pasadena and Pomona. The interviews were usually held with the person heading the firm or a particular subordinate selected because his position and work made him especially conversant with the company's need for and supply of information.

Interviews were also held to provide data concerning the practicability of interlibrary cooperation among various types of libraries. The directors of the Pasadena and Pomona Public Libraries, along with selected staff members of each library, were interviewed in depth to supply still further information concerning the two institutions, their personnel, collections, and relevant services.

D. THE ECONOMIC PROFILE OF THE COMMUNITIES.

One of the unique aspects of this marketing study, and one which probably sets it apart from any others previously made, was the detailed economic profile made of each community by Dr. Rostvold. In those profiled, each community was carefully described in terms of its historic importance as a commercial and marketing center. Current data regarding employment, types of business and industrial activity, manufacturing, etc., was presented. Finally, a list was made of firms characteristic of the size and type found in each community. These were divided into four basic types, representative of the kinds of firms which accounted for the largest proportion of employment in the two areas. Subsequently, all data was correlated to this structure including the sample of firms interviewed and receiving questionnaires. This insured a fairly even and accurate sampling procedure. The findings of the report are largely presented in accordance with this arrangement. The four types of firms and their relative importance to the two communities were:

1. Services. (1st in Pasadena, 2nd in Pomona)
2. Trade. (2nd in Pasadena, 3rd in Pomona)
3. Manufacturing. (3rd in Pasadena, 1st in Pomona)
4. Financial. (4th in Pasadena, 6th in Pomona, excluding Government)[4]

E. THE SAMPLE.

The nature of the total sample is presented in Table I-1. The composition of the sample and the over-all results evoked the following statement from the authors of the study:

> The twenty-eight per cent response to the mailed questionnaire is considered quite good for surveys of this nature, and the data produced from them is considered meaningful. When the number of employees is considered, the sample is seen to contain a representative of all sizes of firms in each of the areas studied.
>
> There are more firms represented in the sample from Service and Manufacturing than from the Financial and Trade industries. This was partly intentional because of the large number and divergent nature of firms in the first two industries. It was also felt that those two categories would produce more information for this study, because their known dependence on publications requires them to be more library-

oriented and to have opinions about library operations that would more likely be based on recent experience.[5]

TABLE II-1

CHARACTERISTICS OF THE SAMPLE[6]

	Pasadena	Pomona	Total
Number of Firms			
Firms interviewed	30	40	70
Questionnaires mailed	190	91	281
Questionnaires returned	52	27	79
Percentage returned	27%	30%	28%
Sizes of Firms (number employees this location)			
Large (100 or more)	18	18	36
Medium (11-99)	34	31	65
Small (10 or fewer)	26	18	44
Did not answer	4	0	4
Types of Firms			
Financial	11	4	15
Services	43	33	76
Trade	10	7	17
Manufacturing	18	23	41
Ages of Firms (number years in this city)			
New (5 years or less)	10	12	22
Old (6 years or more)	67	54	121
Did not answer	5	1	6
Total Firms Responding	82	67	149

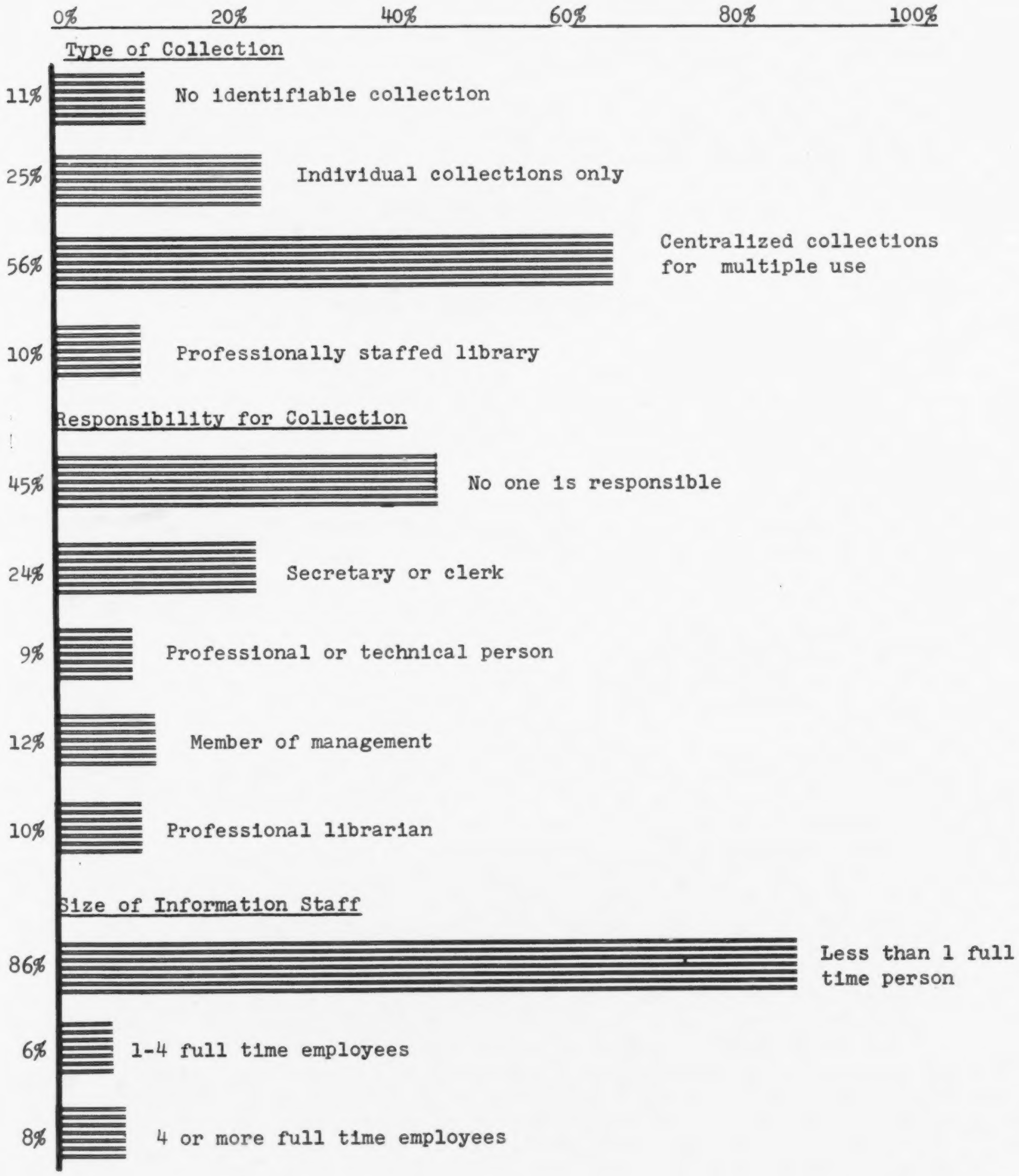
F. INFORMATION NEEDS AND SOURCES OF SUPPLY.

Before analyzing the relationship of the public library to the economic community, the survey team attempted to establish the nature of the information needs of the economic community and its sources of supply. It was found that these could be divided between internal and external sources. The findings of this portion of the report are reproduced here as Figure II-1.

Of the eleven conclusions reached in this section of the study, perhaps the most important one is:

FIGURE II-1[8]

INFORMATION NEEDS AND SOURCES OF SUPPLY FOR THE ECONOMIC COMMUNITY



> The public library should serve a coordinating function in using other libraries on behalf of the businessman, thereby eliminating much of the present necessity for him to make those time-consuming trips himself. Furthermore, the public library staff would be able to improve the process considerably by employing its expertise to do such things as: (a) use its own indexes to locate the desired material in its own collection, (b) use its existing arrangements to locate it in the Metropolitan Cooperative Library System, (c) use its bibliographic tools, union lists, personnel judgment, etc., to locate it in other libraries, (d) exploit the collections of other libraries more effectively by more expert use of card catalogs, or by gaining access to stacks that are closed to the general public, etc., (e) borrow the material, or obtain a photocopy, on behalf of the requester, which might include material that would not be allowed to circulate to the general public, and finally, (f) locate comparable material if the specifically-requested item is unavailable. The public library should be able to promise the businessman that he can actually get better and more complete service by contacting the public library first for his information needs, and letting the public library take whatever steps may be necessary for him to get the required material.[7]

Since the recommendations in this section of the report tend to illustrate the general philosophy of the survey team, perhaps two or three additional items should be quoted here as examples of the more unique concepts involved.

> The public library should offer some assistance to those few firms whose information collections are sizable but lacking the degree of retrieval effectiveness that the firm desires. Such services can be provided by sending a qualified person from the public library's staff to visit the firm and make recommendations; or by contacting the local chapter of the Special Libraries Association, who will ask its Chapter Consultant to do the same thing, possibly for a fee; or by referring the matter to a private consultant in the field of special libraries or information systems.
>
> The public library should serve a directory or guidance function in assisting firms to learn about and to contact the suppliers, potential customers, competitors, government agencies and officials, consultants, laboratories, associations, and other information sources that have been identified as being important to them. The time is long past (if it ever really were here) when a librarian could insist that the answer to a user's question must be found in the library's collection or not at all. The "switchboard" function, putting information seekers in touch with those who might have the answers, is a necessary and valuable service that is required by the complexity of today's society.
>
> The combination of limited internal information resources on the one hand, and limited manpower or expertise in information-gathering on the other, points quite unmistakably to a vital function that the public library can and should serve for the well-being of its community. It should take unto itself the role of being the "company library" for that great majority of firms that do not have special libraries of their own.[9]

G. AWARENESS AND USE OF THE PUBLIC LIBRARY BY THE ECONOMIC COMMUNITY.

Having established the needs and sources of information used most frequently by members of the Economic Community, the survey team next reviewed the role of the two public libraries as a source of business information. In addition to the data provided from interviews and questionnaires, the consultants utilized facts which had appeared in previous studies of the two libraries.[10] The primary findings of this segment of the report concerned the frequency of use and the purpose of use. This data is presented in Figures II-2 and II-3.

This information and other facts revealed in this part of the study led the survey team to a number of conclusions and recommendations. Perhaps the most important and unique are these:

> The often-suspected lack of awareness of public library services and facilities on the part of the businessman was confirmed beyond question, and by the intended users themselves. It was also shown that there is a relationship between awareness and amount of use of the library. Therefore, an active public information program to acquaint the members of the economic community with the potential usefulness of the public library to their firms is strongly recommended. It should increase the use of the public library, thereby also increasing the health of the entire community and the return on the taxpayers' investment.
>
> The businessman's lack of awareness applies much more to the library's business services than to its non-business functions, so the library must create a new image of itself in the businessman's mind. One means is to take advantage of the fact that so many of them are already public library users, although for non-business purposes. Internal public information devices such as displays, handouts, signs, posters, etc., should be used to get the message across to the businessmen who are already in the library. By whatever means, the businessman should be made just as aware of the public library as a source of information for his firm as he is of its traditional non-business functions.
>
> In order to provide good service to the majority of firms in the area, it is necessary to build up the resources at both the Pasadena and Pomona City Libraries. This will achieve the proximity that is a major factor in the amount of use a library will receive.
>
> To provide the businessman with the style of service he really prizes, the public library will have to take on some of the appearance of a company library. This is not an easily-attained objective, and will require many changes in traditional public library operations. Not only will the collection and the staff have to become larger and more business-oriented, but services will have to become more personalized, regulations will have to be more liberal and flexible, time-saving conveniences and procedures will have to be introduced, and the boundaries of library service will be greatly extended.[11]

FIGURE II-2[12]

HOW OFTEN DO MEMBERS OF THE ECONOMIC COMMUNITY USE THE PUBLIC LIBRARY?

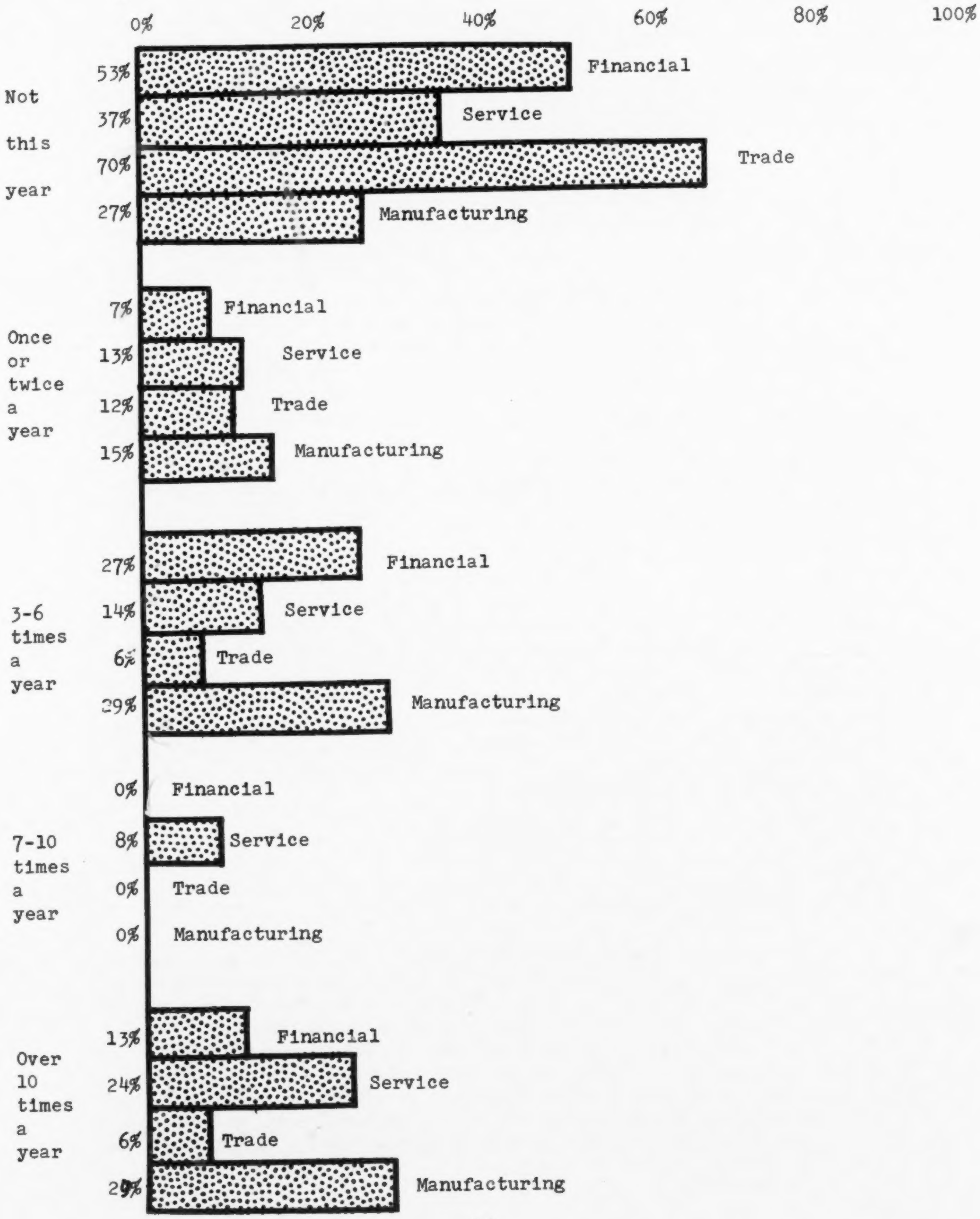
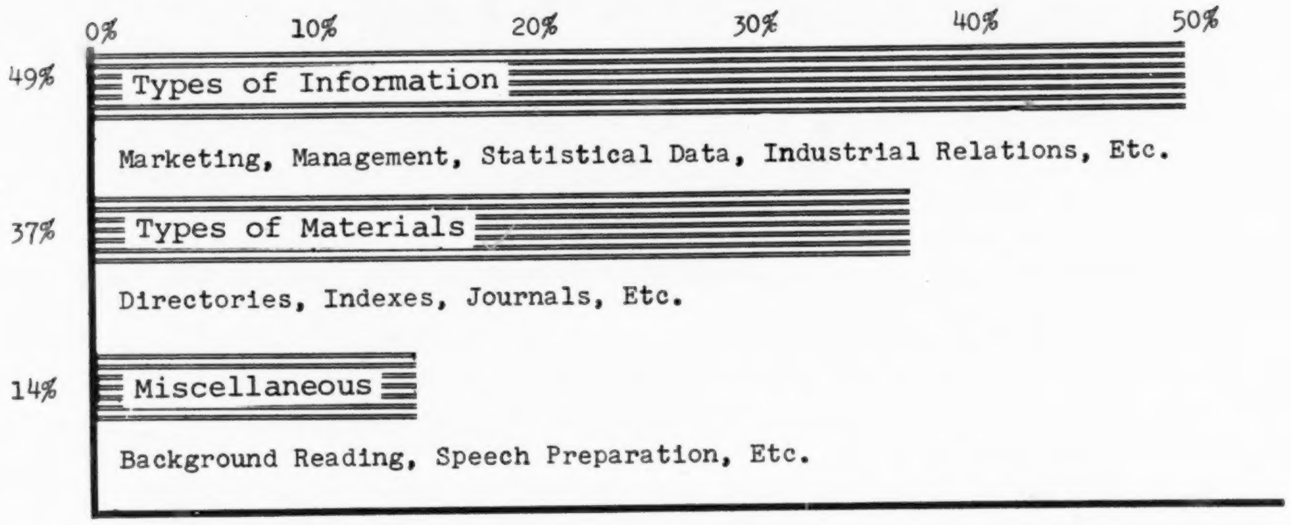


FIGURE II-3[13]

WHAT DOES THE ECONOMIC COMMUNITY USE THE LIBRARY FOR?



The "lack of awareness" factor indicated in one of the above recommendations appeared to be constant, running through not only the Meyer-Rostvold findings, but also the demonstration project which followed. This should not be surprising because it has been noted by many authorities, including George Bonn. In his report he stated:

> The biggest problem, the one that came up time and time again, is the wide-spread public awareness of library service in general; and especially on the part of business and industry, the lack of knowledge, even disbelief, that the library can do anything for them at all.
>
> What has brought this situation about? Both the library and the business-industry community, I feel, are responsible for it. What can change it? Both the library and the business-industry community can - and must.[14]

To provide some statistical notion of the degree in which the factor of "lack of awareness" actually exists, Meyer and Rostvold included this as a part of both the interview and questionnaire data. Recognizing that there might be some difference between the avowed self appraisal of awareness and actual usage of the library, correlation of these two factors was made. This resulted in the following information shown in Table II-2.

TABLE II-2[15]

CORRELATION OF AWARENESS FACTOR AND USE OF THE PUBLIC LIBRARY

Degree of Awareness of Public Library Services and Facilities	Median Number of Times Public Library was used during Previous Year
Very much aware	6 or more times
Moderately aware	3 to 6 times
Slightly aware	1 to 2 times
Unaware	not this year

A close study of Table II-3 indicates not only the relatively limited degree of awareness professed by members of the Economic Community, but also clearly indicates that the degree of awareness varies considerably depending upon the type of enterprise involved. People employed in manufacturing and services seemed to possess a greater degree of awareness than did those concerned with finance and trade. It would seem that the fact that twenty-five per cent of the respondents admitted only a "slight awareness" while another sixteen per cent reported they were wholly unaware of public library services is cause for real concern if not downright alarm.

TABLE II-3[16]

PUBLIC AWARENESS OF EXISTING SERVICES AND FACILITIES
(in percentages)

	Location		Type of Industry				Total
	Pasadena	Pomona	Financial	Services	Trade	Manufacturers	
Very much aware	21%	10%	7%	18%	6%	20%	16%
Moderately aware	40%	45%	40%	47%	35%	37%	42%
Slightly aware	23%	27%	20%	21%	35%	29%	25%
Unaware	15%	18%	33%	12%	24%	15%	16%
Did not answer	1%	0%	0%	1%	0%	0%	1%
	100%	100%	100%	100%	100%	100%	100%

Recognizing the self-admitted limited awareness of public libraries by businessmen, the surveyors provided opportunities for members of the Economic Community to indicate the means by which public libraries might best improve their communications. As indicated in Figure II-4, direct mailing appeared to be by far the most desirable from the standpoint of the potential consumer. However, personal contact and other methods were suggested with some frequency.

FIGURE II-4[17]

SUGGESTED WAYS OF INCREASING AWARENESS OF PUBLIC LIBRARY SERVICES TO MEMBERS OF THE ECONOMIC COMMUNITY

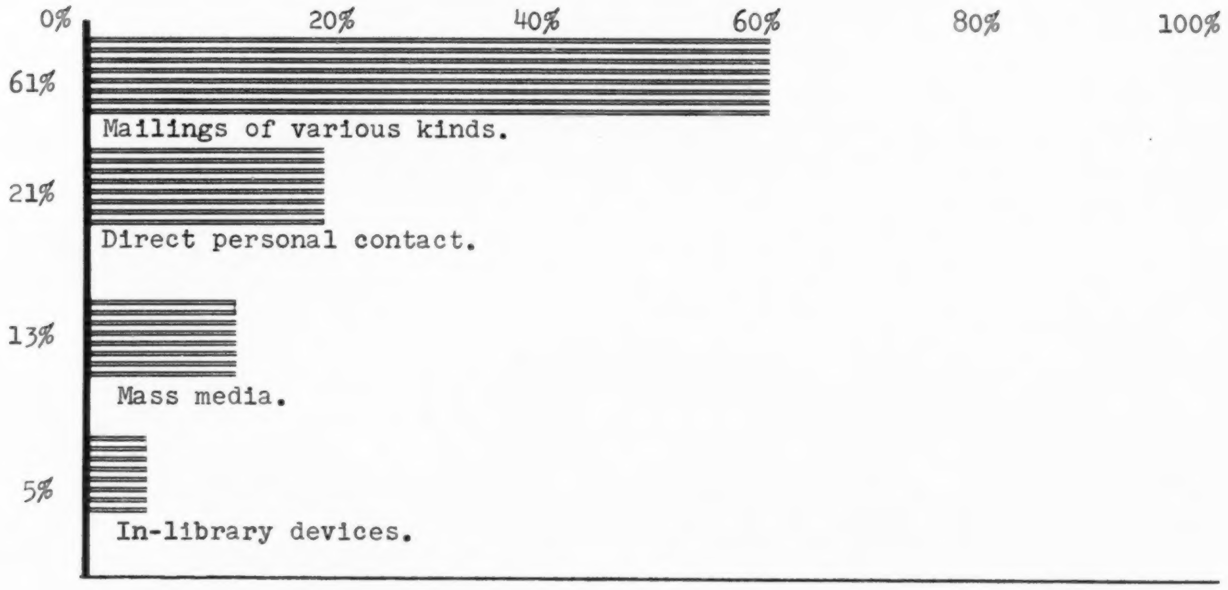
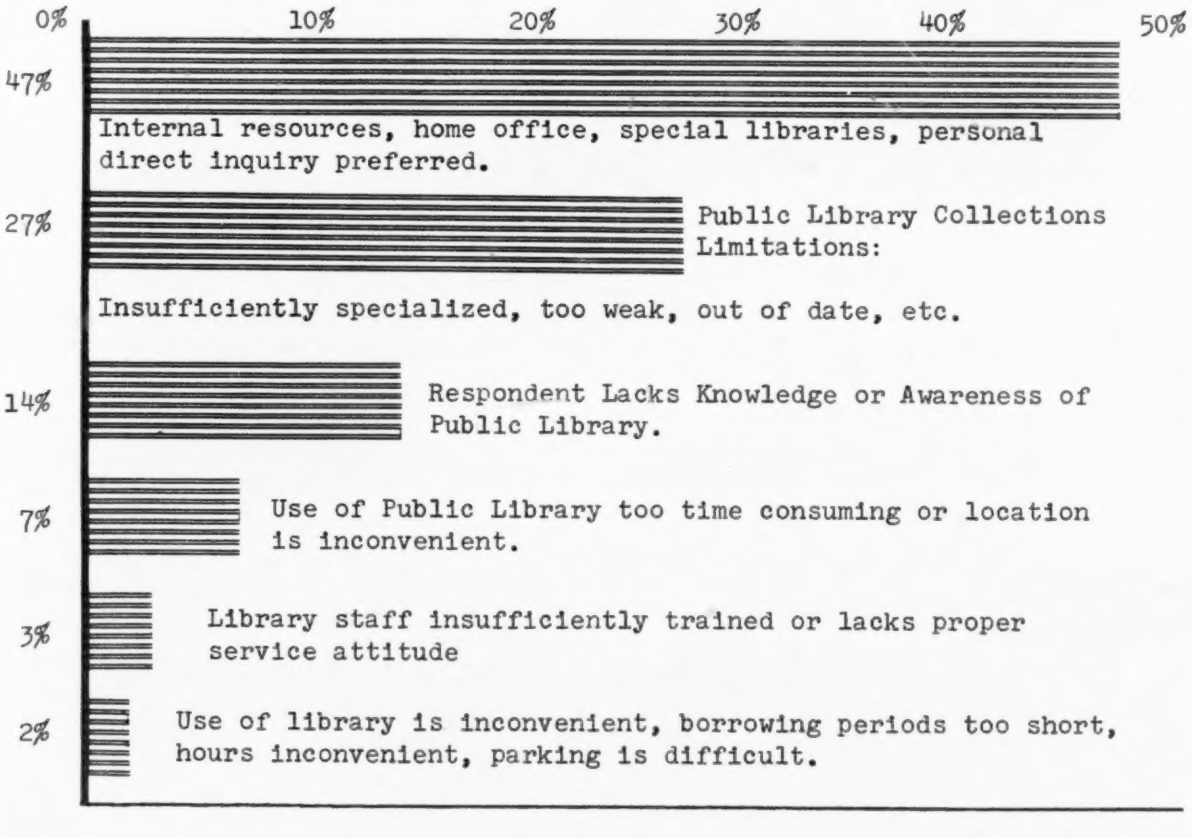


FIGURE II-5[18]

REASONS GIVEN FOR INFREQUENT USE OF PUBLIC LIBRARIES BY BUSINESSMEN

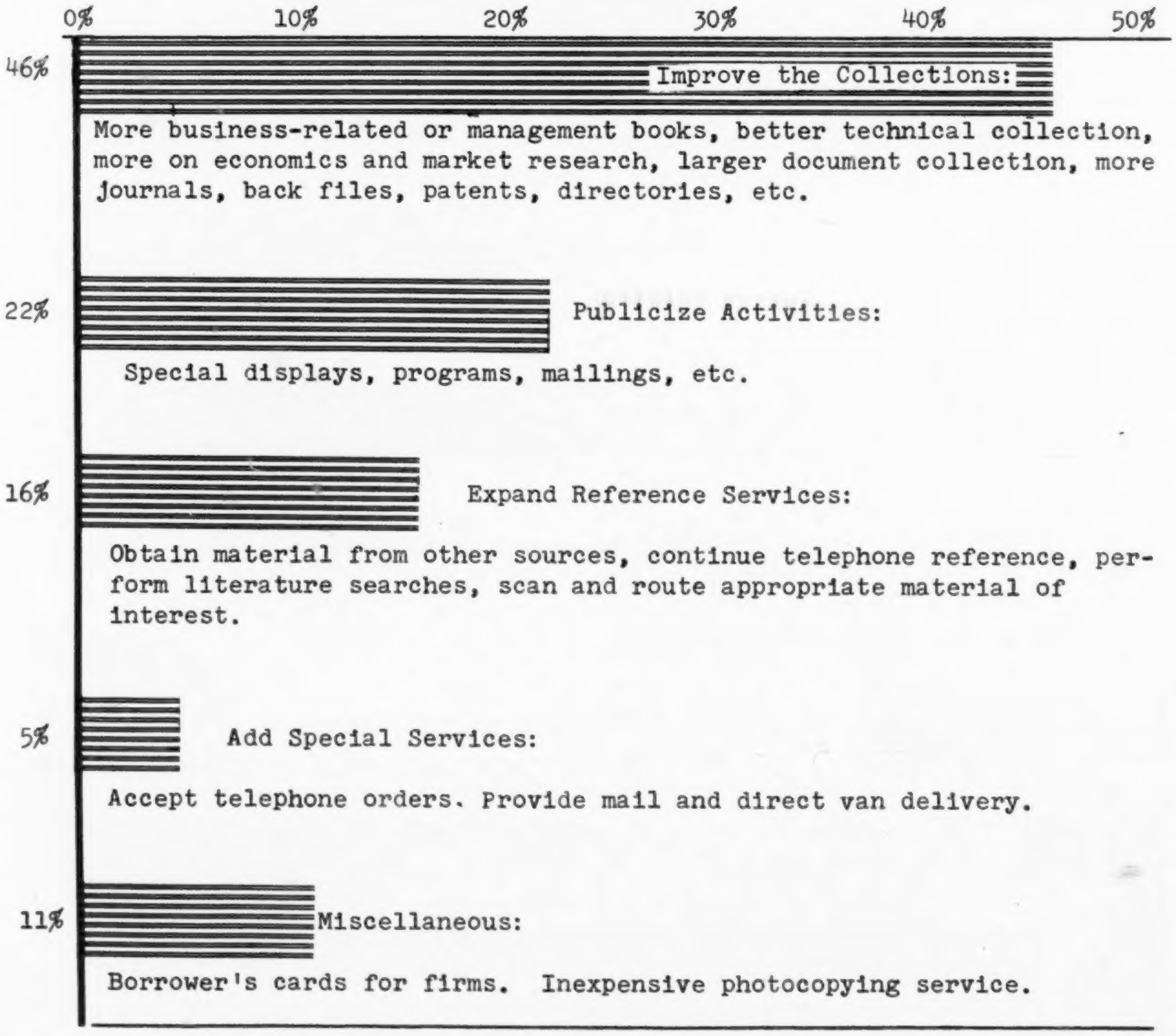


Since there appears to be a strong correlation between awareness of library services and their use, the survey team attempted to determine why members of the economic community made such little use of the public library. While the primary reason given was the adequacy of information supplied from other sources, a variety of additional responses provide ample room for concern and improvements. The findings on this subject are shown in Figure II-5.

The next logical question was "How would the Economic Community like to see the public library improve its services?" Businessmen seemed to have very definite answers to this query. They are summarized in Figure II-6

FIGURE II-6[19]

IMPROVEMENTS IN PUBLIC LIBRARIES SUGGESTED BY MEMBERS OF THE ECONOMIC COMMUNITY



When provided the opportunity to "brainstorm" ways in which public libraries might enhance their services to the Economic Community, a number of specialized services, not unexpectedly associated with special libraries, were cited.[20] For instance, there appears to be a definite need for enlarging staff to include those with specialized backgrounds, interested and trained to give a high level of service to the Economic Community. Some of the long-standing library regulations relating to and restricting the use of materials, such as loan periods, borrower qualifications, hours of operation, etc., should be modified. The businessman wants the library to be an attractive and convenient place in which to seek and secure information.

Those who already make some use of reference services seem appreciative, but also were fairly unanimous in requesting that reference services be improved with greater emphasis upon the ability of the businessman to utilize materials procured by the public library from other sources. Businessmen would like public libraries to perform some of the services considered basic to special libraries, such as literature searches, scanning and routing of materials pertinent to the interests of the particular firm, provide mail or door-to-door delivery service of library materials, issue borrower's cards to companies rather than, or in addition to, individuals, and provide free or inexpensive photocopying service. Above all, businessmen emphasized the importance of public libraries increasing their use of a wide range of communications techniques and public information activities to improve the awareness of library services to the Economic Community.

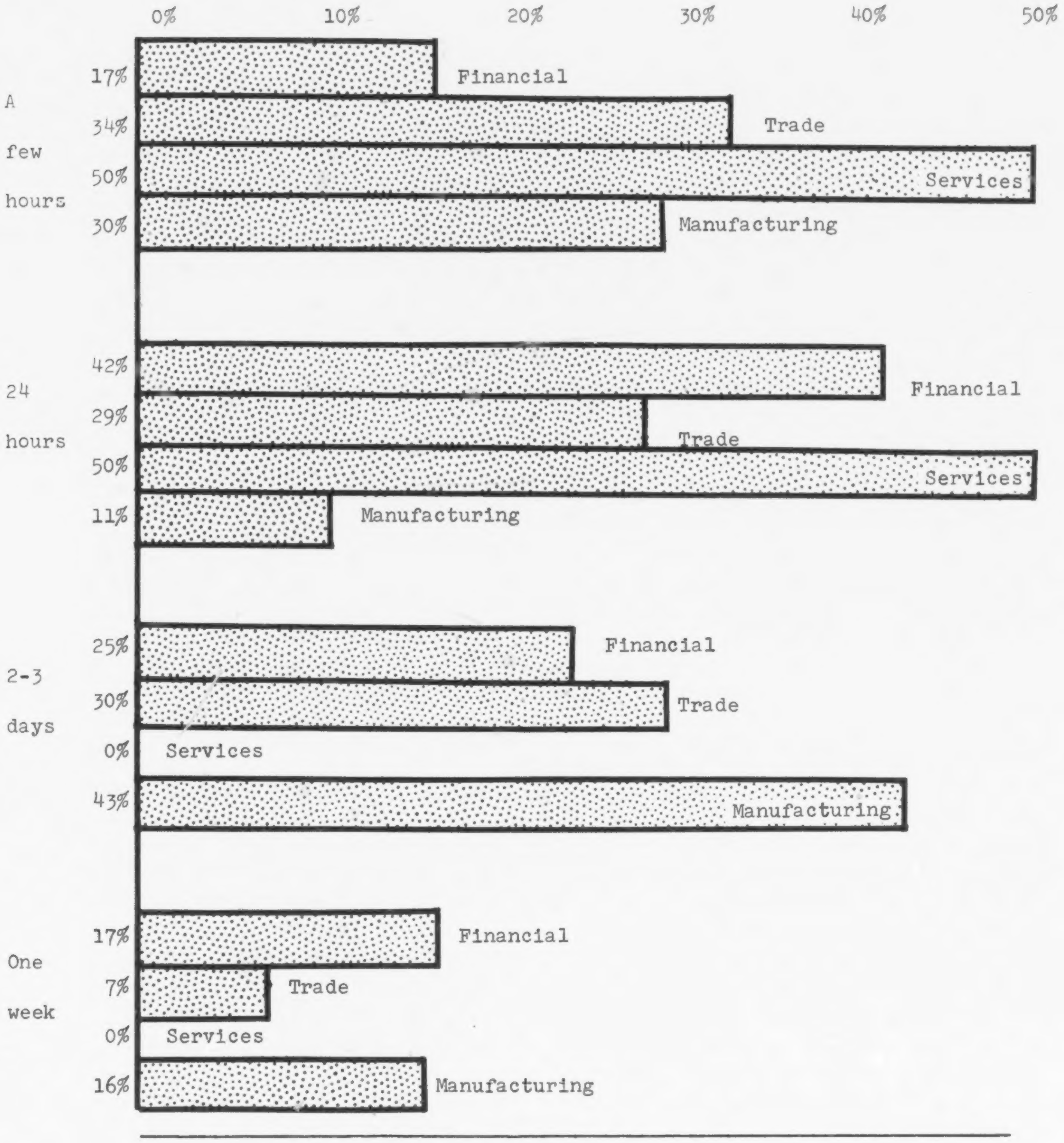
H. SPEED OF REFERENCE RESPONSE.

One of the more frequently discussed aspects of library service to business, namely speed of response, was isolated by the researchers for special study. While there is no doubt that one of the characteristics of service to the Economic Community is the need for prompt response, the universality of such a requirement is not entirely substantiated - assuming that "promptness" is figured in minutes or hours at the most. The study team discovered that while thirty-two percent of those questioned did want the information within "a few hours" another twenty-six percent were satisfied with a twenty-four hour response. Thirty-two percent considered a space of two to three days tolerable while ten percent indicated they could accept a delay of as much as a week. While instantaneous service is not always demanded, there is no doubt but what businessmen appreciate rapid response to their needs. On the other hand, they appear to realize that some time is required to provide adequate and reliable answers.

This reaction on the speed of service varied considerably, depending upon the type of business involved, as shown in Figure II-7.[21]

FIGURE II-7 [21]

SPEED OF SERVICE REQUIRED BY VARIOUS TYPES OF FIRMS



I. STRENGTHENING LIBRARY BOOK COLLECTIONS

In view of the frequency with which the inadequacy of public library book collections was cited, the survey team attempted to elicit from members of the Economic Community their ideas for strengthening these collections. As might be expected, a wide range of materials is desired. However, as shown in Table II-4, the kinds of materials needed vary widely from one type of firm to another. For instance, economic statistics are of far greater importance to those engaged in financial institutions than to manufacturers. On the other hand, books on science and technology, found to be of prime interest to manufacturing personnel, rated zero with men of finance! Suprisingly, materials on management were more than three times as important to those employed in trade than those engaged in services. A study of the data in this table shows the importance of the librarian knowing the composition of his particular Economic Community.

TABLE II-4[22]

TYPES OF MATERIALS THE ECONOMIC COMMUNITY WOULD LIKE THE
PUBLIC LIBRARY TO STOCK IN GREATER QUANTITY

	Type of Material	Type of Industry			
		Financial	Services	Trade	Mfg.
		(Percentage of response)			
1.	Economic Statistics	27%	9%	11%	6%
2.	Directories	12	10	16	6
3.	Books on Management	12	7	19	9
4.	Books on Science and Technology	0	8	3	10
5.	Journals on Management	9	7	7	7
6.	Trade Journals	9	7	4	8
7.	Journals on Science and Technology	0	8	3	7
8.	Legal and tax looseleaf services	5	8	8	5
9.	Handbooks and tables	5	4	7	7
10.	Government documents	5	6	3	4
11.	Abstracting and indexing tools	3	6	4	4
12.	Standards	0	5	3	5
13.	Specifications	0	4	4	5
14.	Trade Catalogs	0	4	0	6
15.	Records and Films	3	5	3	2
16.	Patents	0	1	0	5
17.	Other (reports, microfilm, maps, etc.)	10	1	5	4
		100%	100%	100%	100%

Besides these specific recommendations, members of the Economic Community had some general comments to make regarding the alleged inadequacies of public library collections. For instance, the businessman complains that the public library collection is insufficiently specialized, generally weak, lacks current information in his particular fields of interest, has inadequate collections in the areas of science and technology, and possesses few Government Publications.

While each library must, of course, assess the validity of such criticism in the instance of its own collections, several facts emerge to support the contention that collection inadequacy is one of the major reasons why members of the Economic Community fail to use public libraries for business-oriented purposes. For one thing, as noted in Figure II-6, improvement of the collections was the most frequently cited "suggestion for improvement." It was also discovered that the primary reason given by businessmen for using academic and special libraries was the existence of special collections in those libraries.[23] It would seem, therefore, that those who are interested in improving their services to the Economic Community must take the criticism of collections very seriously.

However, while recognizing the over-all validity of the criticism of public library collections, the authors of the report also present arguments for retaining perspective and a certain amount of restraint:

> As with many aspects of decision-making in library planning that is based on a user study, one must guard against the temptation to make automatic decisions based purely on a kind of "popularity contest." It could well be that more attention should be paid to some of the less-frequently named types of publications, if they are essential to a portion of the economic community and are more difficult to obtain than some of the frequently-named ones. For example, it is understandable that none of the Financial or Trade firms would suggest patents as being important to them, so patents receive a relatively low over-all score on the chart, which may not be reflective of the actual need or availability. One way to avoid placing too much emphasis on the over-all statistics would be to emphasize those types of publications that are named most frequently by each type of industry. Another fine way is to consult responsible and representative users for their recommendations.
>
> It is obvious that the economic community as a whole desires a wide range of types of materials for its needs, but it is important to note the particular preferences of each type of industry as well. Manufacturers and Services appear to want a wider range of materials than do the Financial and Trade firms, reflecting the greater diversity of firms in those categories. There are also many differences in the relative desires for specific types of material. Books on science and technology, for example, appear to be of great importance to Manufacturers, high importance to Services, little importance to Trade firms, and no importance to Financial firms.[24] (see Table II-4)

J. RETENTION OF JOURNALS

As a special aspect of collection development, the authors explored the question of journal retention. Several patterns were found in the response. Trade firms appeared to have the least need for reference to older journals, while individuals engaged in services and manufacturing seemed to have the greatest requirement for backfiles. This need, for whatever reason, appeared to have a definite correlation with the size of the firm; the large companies, as measured by the number of employees, indicated a more frequent desire for longer backfiles. Again, however, the authors advised caution in the use of this data for planning purposes: *There is always the danger, however, of trying to keep too many things for too long a period of time, thereby wasting staff and space resources which could be better used in other ways.*[25]

Table II-5 presents the reactions of businessmen to questions relating to the length of time public libraries should retain backfiles of periodicals and journals

TABLE II-5[26]

RETENTION PERIODS DESIRED FOR JOURNALS
(in percentages)

	Type of Industry			
	Financial	Services	Trade	Manufacturing
Keep current year only	40%	18%	80%	19%
Keep past five years	40	37	20	44
Keep past ten years	10	23	0	16
Keep more than ten years	10	23	0	22
	100%	100%	100%	100%

K. THE NEED FOR FOREIGN INFORMATION.

One of the specific areas in which there appears to be a possible gap between the need and supply of information concerns facts about the rest of the world. This includes everything from directory information to marketing data, technical and research information, general background materials concerning history and politics, and legal, tax and customs regulations. Sales representatives also require general travel information and such specifics as foreign exchange rates. The financial community, of course, is also concerned with information relevant to investments. The areas for which information is needed is summarized in Table II-6. While nearly twenty-five percent of the respondents indicated a need for information of the kind just described, this varied widely by type of company: Financial, 31%; Services, 23%; Manufacturing, 31%; and Trade, 0%. Upon further questioning it was learned that firms in the trade category either concentrated wholly on the local markets or, if engaged in foreign commerce, had such matters channeled through their Home Office or a special representative abroad. (Perhaps public libraries serving communities in which firms engaged in foreign trade had their headquarters would have a need in this subject area which is not apparent in other cities.)

TABLE II-6[27]

FOREIGN INFORMATION NEEDS

Areas for Which Information is Needed:

Canada and Mexico	16%
Europe	34%
Middle East	3%
Africa	3%
Asia	15%
Australia	9%
South America	10%
All Countries	10%
	100%

Types of Foreign Information Needed:

Marketing, distributors, economics	26%
Technical data, research information	22%
General, history, background politics	19%
Legal, tax, customs regulations	14%
Information for travelers, visitors	8%
Foreign Exchange rates	8%
Investment Information	3%
	100%

L. CONCLUSION.

This chapter has been devoted to the findings of the Meyer-Rostvold market survey of the Economic Community. The findings establish a broad range of information needs which should be satisfied by some agency. The failure of the public library to fulfill this role seems tied both to the businessman's lack of awareness of the public library as a pertinent resource and by deficiencies in collections and services. Businessmen have indicated their interest in a more positive public library program, geared to their needs. The reader is again advised to consult the original report for the many findings which space precluded mentioning here.

The conclusions and recommendations of Meyer and Rostvold are presented in the following chapter.

FOOTNOTES

[1] Copies may be available through the Pasadena Public Library or borrowed via interlibrary loan from the California State Library.

[2] Meyer and Rostvold, *op. cit.*, p. 4.

[3] *Ibid.*, p. 6.

[4] *Ibid.*, p. 11.

[5] *Ibid.*, p. 12.

[6] *Ibid.*, p. 13.

[7] *Ibid.*, p. 13.

[8] *Ibid.*, p. 18.

[9] *Ibid.*, pp. 28-30.

[10] The specific studies referred to were:
Raymond M. Holt and Gerhard N. Rostvold. *The Community Library in an Age of Change: A Case Study of Public Libraries in San Gabriel Valley*. Pomona, 1965.
Raymond M. Holt and Gerhard N. Rostvold. *Community Libraries to Match Community Needs: A Case Study and Plan of Action; Public Libraries in East Los Angeles County*. Pomona, 1966.
Raymond M. Holt. *Branch Libraries for Pomona: The Need and the Plan*. Pomona, Pomona Public Library, 1967.

[11] Meyer and Rostvold, *op. cit.*, pp. 54-55.

[12] *Ibid.*, p. 33.

[13] *Ibid.*, p. 36.

[14] Bonn, *op. cit.*, pp. 38-39.

[15] Meyer and Rostvold, *op. cit.*, p. 46.

[16] *Ibid.*, p. 44.

[17] *Ibid.*, p. 69.

[18] *Ibid.*, p. 40.

[19] *Ibid.*, p. 57

[20] *Ibid*., pp. 77-8 .

[21] *Ibid*., p. 61.

[22] *Ibid*., p. 63.

[23] Meyer and Rostvold, *op. cit*., p. 24.

[24] *Ibid*., p. 62.

[25] *Ibid*., p. 65.

[26] *Ibid*., p. 67.

[27] *Ibid*., p. 69.

CHAPTER III

TOWARD MORE MEANINGFUL LIBRARY SERVICE TO THE ECONOMIC COMMUNITY: THE CONCLUSIONS AND RECOMMENDATIONS OF MEYER AND ROSTVOLD

Based on the findings of their studies, the consultants, Robert Meyer and Gerhard Rostvold, produced numerous conclusions and recommendations. While these are scattered throughout their study and some have been mentioned in the foregoing chapter of this report, the major conclusions and recommendations are noted at this point. These conclusions and recommendations represent both their deductions from the survey of businessmen and their own convictions.

A. OBSERVATIONS AND RECOMMENDATIONS BASED ON THE PRIMARY RESPONSE OF BUSINESSMEN.

The authors made a number of observations and recommendations based upon what might be called the primary reactions of businessmen as indicated during interviews and questionnaire results. Some of these deal with broad areas while others are more specific. Among the most pertinent were these:

> The library and its board should re-examine their objectives to see whether a sufficient proportion of library resources is going into service to the economic community. When the importance of this service to the entire community is realized, it may be appropriate to increase its support, even at the expense of reducing some less vital services to other segments of the community.
>
> The intended users of the expanded services expressed their desires first, for an improved collection; second, for a public information program to inform them of what the library has that might be of assistance to them; and third, a variety of special services to help them exploit those resources most effectively. It is axiomatic that if we wish to serve this audience, we should give top priority to those features in our planning.
>
> Whatever the library can do to remove unnecessary obstacles and make it easier for the businessman to use its services will be rewarded not only by gratitude but also by increased use and increased support. The public library should, therefore, plan seriously for such things as obtaining material from other libraries and information sources on behalf of the requester, performing literature searches, instituting a scanning or current awareness service, providing for mail or delivery service if requested, and issuing borrowers' cards to non-resident employees of local business firms. There undoubtedly were valid reasons why these things could not be done in the past, but those reasons should not be allowed to rule out these services in the present or

future. The thinking should focus not on whether these services should be provided, but on how best to provide them.

In particular, the availability of telephone services should be expanded and publicized. This would include adding an ordering service by telephone, as well as the usual provision of reference services. Increased telephone usage would also have some by-product advantages to the library, such as reducing the crowding in the reading rooms and at the photocopiers, easing the parking difficulties by eliminating some need to visit the library in person, etc.

Journal retention should be one of the primary facets of public library service to the economic community, because individual firms have neither the space nor the staff to provide it for themselves, although most of them feel a need for it. Retention should be on a selective basis, however, using reliable advice from experienced users in order to make the best use of the available space and funds.

By far the most frequently requested type of public information activity was direct mailings. A full-scale effort to provide regular mailings of various kinds should be a central part of this program. In particular, the bulletins that the Los Angeles Public Library prepares should be examined as possible models for Pasadena and Pomona, as they are very well done and appreciated by their recipients.

Direct personal contacts, the use of mass media of communication, and internal devices were also suggested as important vehicles of public information. The public information program should utilize all these avenues in the effort to increase awareness and use of the expanded services.[1]

B. RECOMMENDATIONS BASED ON WHAT THE BUSINESSMAN DOES AND DOES NOT LIKE ABOUT PUBLIC LIBRARIES.

In an attempt to gain an over-all evaluation of the public library by businessmen, the surveyors asked that the respondents name some of the things they liked about the public library. A total of 129 such attributes were identified. The authors of the survey summarized the replies in these words:

> The most frequently named attributes of the public library, in the eyes of its business users, are in those areas that are the most visible to the user. They are the points of direct contact with the public, namely the staff and the physical facilities. The quality of the collection was in third place, and considerably behind the first two attributes. Inasmuch as weaknesses in the collection were frequently cited as a reason the public library isn't used more often for business purposes . . . it is not very surprising that there were only a few respondents who singled out the collection for praise.
>
> But the quality of the collection is not enough by itself. If we wish to attract more members of the economic community into the library we must also provide such basic elements as a friendly and competent staff, attractive furnishings and facilities, and an atmos-

> phere that is pleasant and conducive to their utilization. The libraries surveyed in this study can take justifiable pride in the attributes that were all volunteered by the users.
>
> Another measure of user approval was obtained . . . when two-thirds of the respondents did not name anything they disliked about the public library when asked to do so.[2]

When asked to identify those things which they did not like about the public library, only one-third of the respondents offered specific criticism. Some could merely repeat the reasons they had given earlier for not using the public library. A total of ninety-nine criticisms were elicited. The authors summarized these as follows:

> As in the discussion of attributes of the library in the preceding section, the importance of physical facilities and staff attitudes is evident. It is also of interest to note that the availability of the collection, as well as its quality, is a sensitive matter to the businessman user. He wants to be able to browse the shelves himself, so the internal arrangements must be simple and easily understood, and there should be a minimum of locked cases, special locations of materials, etc. In addition, he is disappointed and discouraged when he locates a book he wants in the card catalog and then finds that no copies are on the shelf. An expensive but necessary feature of service to the economic community is the provision of multiple copies of the good books, so one is available when needed.
>
> It should also be pointed out that there is often more than one way to alleviate some of these problems. For example, when considering the complaint about parking facilities, we should not merely confine our thinking to trying to provide more parking space, though naturally that is the most obvious solution. We should also consider ways to reduce the necessity for the user to have to come to the library in the first place. Such devices as publicizing the telephone reference services, providing mail and delivery services, and accepting orders for publications or photocopies by telephone, would all tend to reduce the need for parking facilities.[3]

The attributes and points of criticism noted by the members of the Economic Community served to open several major areas for discussion by the survey team. The weight of their own judgment supported by the assessments of other authorities in turn gave rise to a number of conclusions and recommendations:

> In giving primary attention to building up the collections and staff, and publicizing their availability, we must not lose sight of the fact that the most visible points of contact with the users are still very basic ingredients to their satisfaction. It is important to continue to provide attractive and easily-used facilities, a good "atmosphere," and a helpful staff. Members of the Economic Community are human, after all, and appreciate the same fundamentals of good service as anyone else.

> To assist not only with book selection, but with many other matters of policy and practice, it is recommended that a Liaison Advisory Committee be established in each of the two cities. It would be composed of local businessmen and would have the function of representing the economic community to the library and vice versa. It would thus help the public library to frame its program and actions in accordance with the real needs of the intended users, and in turn could assist in explaining library programs and policies to area businessmen. Many useful suggestions on such topics as the public information program, special services that are desired, techniques for handling small service charges, etc., were obtained from interviewees just in the course of this survey.
>
> To avoid unnecessary duplication of materials, it is recommended that the Pasadena library concentrate on serving the financial, retail trade, and service sectors, and that Pomona focus its attention on the industrial and manufacturing sector. Although each collection will thus be tailored somewhat to the major interests of its own economic community, their materials will be available to all other members of the Metropolitan Cooperative Library System.[4]

C. ASSESSING THE POSSIBILITY OF DIRECT FINANCIAL SUPPORT FROM THE ECONOMIC COMMUNITY.

One of the objectives of the Meyer-Rostvold survey was to explore the possibilities of securing financial support from the Economic Community for an improved level of public library service to businessmen. Because of the traditional concept of "free" public library service to all, the idea of requiring one segment of the library's public to pay an additional sum may seem contrary to historic principles. On the other hand, there are those who feel that at least some of the special services desired by businessmen go far beyond the normal range of services supplied to the general public such as: extensive literature searches, maintenance of expensive collections of highly specialized materials, office pick-up and delivery, etc. Without attempting to justify either of these points of view, the survey team sought to determine what kinds of direct support might be forthcoming from the Economic Community. The survey team recognized that there are other kinds of support besides direct fees which might serve in lieu of cash contributions:

> Each respondent in this survey was asked a series of questions dealing with various methods of supporting special services to business and industry, in the event that funds in excess of ordinary library income from tax revenues will be required. Five methods of support were presented to the respondent in ascending order of expense to his company, and a sixth (somewhat unusual) non-monetary method was added at the end of the list. . . .
>
> The findings indicate that about three-quarters of the firms would be willing to donate their surplus magazines, two-thirds to receive reference calls for information, one-half to pay fees or transaction charges for individual services, one-third to subscribe to library

> bulletins and to pay annual membership fees, and one-tenth to make outright grants or gifts to support the library services to the economic community.[5]

An evaluation of these responses led the survey team to the following conclusions and recommendations:

> As pointed out in the immediately preceding pages of this chapter, the members of the economic community are willing to provide support of various kinds to the public library in order to achieve the kinds and levels of service that are desired. Distinctions must be made between the kinds of support that should be sought during the two-year demonstration period and those that should wait for implementation until the newly expanded services have been properly publicized and have proven their value to the economic community.
>
> Also, from the beginning of the demonstration program, a regular monthly news bulletin should be prepared and distributed to local business firms, and nominal transaction charges should be assessed for tangible and expected items only. The possibilities of charging a subscription fee for the bulletin and of extending the transaction charges to less tangible information services should be studied during the demonstration period but not instituted during that period.
>
> The possibilities of offering a package of information services on a membership fee basis, and of soliciting outright grants or gifts in support of the services, should be studied thoroughly during the demonstration period but should not be instituted until the services have proved their value to a large segment of the economic community.[6]

D. ESTABLISHING COOPERATION WITH ACADEMIC AND SPECIAL LIBRARIES.

The survey team also investigated a rather different area of concern, namely the possibility of establishing cooperative relationships with academic and special libraries to provide the indepth collections which an improved level of service to the Economic Community appeared to require. The Pasadena and Pomona areas contain, and are surrounded by, a substantial group of both academic and special libraries. Through a structured cooperation, it seemed that the goal of "Total Library Service" to the Economic Community might be reached. By interviewing library officials in the various institutions the survey team explored the possibilities of interlibrary cooperation and the benefits which might accrue to all concerned. There appeared to be a general receptiveness on the part of librarians in the academic and special libraries. However, the limited accessibility of these non-public libraries was noted, each library acknowledging a prime responsibility for providing service to its own clientele before giving service to the general public. The limitations of space and staff were also given as reasons why both academic and special libraries preferred to make their resources available through library-to-library channels rather than directly to individuals. The librarians were particularly explicit in suggesting how public libraries might improve their services to the business community:

1. Collections.

    a. Strengthen the public library's collections above all.
    b. Add special collections, such as patents, military specifications, standards, trade catalogs, journals used infrequently by individual companies but often by the economic community as a whole.
    c. Maintain a collection of information on all companies in the local area, for potential markets.
    d. Improve the collection of government documents.
    e. Have circulating copies of non-circulating materials.

2. Services.

    a. Use other libraries on behalf of the requester; don't refer the requester to another library.
    b. Provide services which reduce the need to visit the library in person, such as telephone ordering, mailing, and delivery services.
    c. Provide a journal-locator service, based on collected union lists of holdings, telling who has just what journals, and make the information available by telephone.
    d. Provide a borrower's card that can be used by any employee of a company, not limited to the residents of the city.
    e. Eliminate the red tape of collecting small charges; provide copies free of charge if possible.

3. Staffing.

    a. Increase reference staff so as to provide more personalized services to individuals.
    b. Be sure staff is service-oriented, with friendly, helpful attitudes.

4. Role of the Public Library.

    a. Fill the gap left by the academic libraries' reduction of services to business, as exemplified by UCLA's discontinuance of interlibrary loans to special libraries.
    b. Cater to the smaller firms, thereby complementing Cal Tech's services to larger firms.[7]

E. THE RESOURCES OF THE LOS ANGELES PUBLIC LIBRARY AND COMMERCIAL INFORMATION SERVICES.

In addition to the academic and special libraries in the area, the surveyors also explored measures of cooperation with the Los Angeles Public Library and several of the commercial organizations in the area which offer information services to business. Again the staff at the Los Angeles Public Library voiced its desire to cooperate fully offering the possibility of establishing a clearing-house kind of operation which would serve as a central referral office. Other suggestions for assisting smaller libraries were also made, including the use of the library's collections by the staff members of other libraries on behalf of business patrons.

Two of the several commercial information services were contacted. Both hold unique collections of documents, specifications, standards, etc., in demand by the Economic Community. It appeared to the survey team that:

> Inasmuch as these two commercial sources have extensive collections designed to fill many of the needs of business and industry, and since they emphasize the kinds of speedy and convenient services that are highly prized by the business community, it is important that the public libraries of the area include them in their planning. In the first place, they can well be a source of material for the public library in its endeavors to provide quick service to its local business firms. If the amount of ordering by the public library were substantial, perhaps discount prices might be available. Secondly, it may be more beneficial to cooperate with these commercial sources than to compete with them unnecessarily by duplicating their collections and services. Investigation might reveal that the public library could take advantage of these commercial services which are already available.[8]

The survey team found support in their investigation of possible areas of cooperation between these various agencies. Their conclusions and recommendations include the following:

> The public library should take on the role of being the first point of contact for the businessman who does not have his own special library but who needs some information. It will then be up to the public library to obtain the information from whatever sources need to be tapped, and this will often include the use of other libraries in the area on behalf of the requester.
>
> Investigation of the possible role of the public library as the coordinator of local library facilities should be pursued. Both the business firms and the area libraries that were contacted in this survey were quite receptive to the idea. In order to progress from cooperation to coordination, some agency must be willing to serve as the coordinator, and it was generally agreed that this function would be quite logical and fitting for the public library to assume, perhaps because it is responsible to serve the general public and not the relatively well-defined clienteles that are typical of the other kinds of libraries. The public library could thus provide the initiative and the responsibility that could make true interlibrary coordination a reality that would benefit everyone.

> A committee of cooperating librarians should be established, which would include the directors of the public, academic, and special libraries of the area, as the group which would develop policies and procedures for increased cooperation and coordination. The group should include representatives of the Los Angeles Public Library and of various commercial documentation services as well, since they too would have much to contribute and much to gain from the committee's efforts. The committee could have as its primary objective the seeking of agreements on the clientele, collections, and services to be offered by each participating library. Although each member of the committee would feel a primary responsibility to his own clientele, he would also realize that by cooperation he will be enabled to provide even better service to that clientele.
>
> Some specific activities that the committee could initiate would include a mutual exchange of acquisitions lists, holdings lists, and union lists, and arranging for tours, meetings, and perhaps temporary exchanges between the staffs of the various libraries.[9]

However, some skepticism concerning the realities of interlibrary cooperation was also expressed by the survey respondents. Since it appears that the public library must lead the way in whatever cooperative arrangements may be planned, the authors cautioned:

> Although all librarians surveyed were anxious to cooperate with one another, there was present a certain air of skepticism that perhaps this effort too would meet the fate of earlier attempts at enlarging interlibrary cooperation. The public library must be able to regenerate the enthusiasm and confidence in the project that are required if it is to be successful.[10]

E. GUIDELINES FOR THE DEMONSTRATION PROGRAM.

The final assignment handed the survey team was the provision of guidelines for the demonstration program for which additional Library Service and Construction Act, Title I, funds were to be requested from the California State Library. The authors recommended a demonstration program be conducted to show *"how the public library can operate as the primary point of contact between the Economic Community and the information resources held by all types of libraries and related agencies in the Metropolitan Cooperative Library System."* [11]

Special objectives included (1) achieving cooperative arrangements with other types of libraries and resources, (2) developing and enriching the existing services and collections, particularly in the Pasadena and Pomona Libraries so that they can serve as strong subject specialty libraries for all members of the Metropolitan Cooperative Library System, (3) through the use of an intensified public information program, attempt to increase the awareness of businessmen to the public library's special services, and (4) test various methods for providing faster service including the use of telefacsimile and local messenger delivery service.

It was proposed by the survey team that the demonstration program should utilize the Metropolitan Cooperative Library System's headquarters as its focal point, including use of the System's teletype and delivery services. It was recommended that the Pasadena Public Library concentrate on the financial, retail trade, and service sectors of the Economic Community while the Pomona Public Library would give priority to the industrial and manufacturing segments - this division conforming to the profiles of the two communities.

To carry out the two-year program the survey team proposed a budget covering all aspects of the demonstration. This included the addition of nine staff members, three of which were to be attached to the Metropolitan Cooperative Library System's Headquarters Office and three allocated to each of the libraries. Headquarters staff were to include: a Project Director, a Public Information Specialist, and a messenger. Pasadena and Pomona were each to add a Project Coordinator, a reference librarian, and a library technician. The proposed annual budget for the Demonstration Project was given as follows:[12]

Personnel	$ 91,200	
Materials	37,000	
Operating	21,200	
Equipment	4,800	(first year)
	1,200	(second year)
Total Budget	$154,300	(first year)
	150,700	(second year)

F. CONCLUDING RECOMMENDATIONS.

In their final summary, the survey team noted that many of the findings and recommendations repeat those which have been expressed before by others experienced in this field. Rather than pointing to novel recommendations, the authors indicate that the contribution made by their study lay in other directions:

> 1. The recommendations are based on an objective market analysis study of the users themselves, and less on subjective recollections or impressions of individual librarians, no matter how wise and correct those individuals may be. The conclusions now have the additional weight of evidence behind them, and therefore should be accepted more readily by those who make policy decisions which affect the libraries of our communities.
>
> 2. The survey results should be especially applicable to the localities surveyed. Although many of the findings might well be relevant to other areas as well, each community should perform some kind of market survey of its own as the basis for planning (and later evaluating) its library service.
>
> 3. The suggested role of the public library to function as a company

> library for the economic community, particularly for the great majority of small and medium sized firms who have little or no internal information resources of their own, can be a fundamental guideline for public library planning. In its serving as the primary point of contact between the businessman and the world of information, the library can relieve the businessman of the fruitless searching, wondering about, and usually *doing* without the information he needs, and the economic well-being of the entire community should be correspondingly enhanced. The public library can also be the motivating, coordinating, and continuing force that will unite all the area's libraries to work more closely together toward the pursuit of the common good.[13]

Thus the stage was set for the demonstration program. The steps which followed are traced in the succeeding chapters. This somewhat lengthy review of the report seemed warranted due to both the nature of the findings and recommendations and its use as the basis of the pilot project. Readers of this report are urged to read the original study for themselves since space does not allow mention of many of the findings, conclusions, and recommendations made therein.

FOOTNOTES

[1] *Ibid*., pp. 73-76.

[2] *Ibid*., p. 77.

[3] *Ibid*., p. 81.

[4] *Ibid*., pp. 0-91.

[5] *Ibid*., p. 94.

[6] *Ibid*., p. 104.

[7] *Ibid*., p. 114.

[8] *Ibid*., p. 119.

[9] *Ibid*., pp. 120-122.

[10] *Ibid*., p. 122.

[11] *Ibid*., p. 123.

[12] *Ibid*., p. 129.

[13] *Ibid*., p. 131.

CHAPTER IV

FROM RECOMMENDATION TO DEMONSTRATION - A PERIOD OF TRANSITION

The recommendations for a demonstration project were clearly, though broadly stated in the Meyer-Rostvold report received by the librarians of the Pasadena and Pomona Public Libraries in the spring of 1969. The need to convert this recommended program into a feasible demonstration project suitable for submission to the California State Library for consideration as an LSCA funded project required an intensive period of review and discussion. Key staff members as well as the two administrators proceeded to analyze both the findings of the Meyer-Rostvold survey and the recommendations. It was apparent that the suggested program was an ambitious one requiring resources and staff beyond that existing in either library. However, the existing personnel, collections, services, policies, procedures, and staff attitudes were viewed as strong determinants in both the ultimate design of the project and its potential for success.

Similarly, since the Meyer-Rostvold recommendations included the Metropolitan Cooperative Library System, and particularly its headquarters, as an essential partner, the strength of MCLS had to be considered. Inasmuch as the demonstration project request was to be in the name of the two libraries rather than the System, there was some concern as to the resulting relationships and the degree to which the two libraries, though members of the System, might impose an additional workload on the System as a whole and the headquarters in particular. By coincidence, the Librarian of the Pasadena Public Library was (and is) the official fiscal officer of the MCLS, while the Librarian of the Pomona Public Library was serving as Chairman of the System for the year 1969. Through their official positions each had a special responsibility for, and knowledge of, System affairs on which to base their judgments.

Since the demonstration program was developed out of this background, it seems pertinent to provide the reader with a brief statement describing the cities of Pasadena and Pomona, their libraries and the MCLS, as they found themselves in 1969. These sketches provide a backdrop necessary for understanding the planning, operation, and ultimate achievements of the demonstration program.

A. PASADENA AND THE PASADENA PUBLIC LIBRARY.

One of the oldest and best known cities in California, Pasadena has long been recognized as a center for education, culture and fine residences. It has served as a strong retail shopping center and the headquarters for many concerns. While other neighboring cities were doubling and redoubling their populations in the two decades between 1950 and 1970, population growth in Pasadena was restrained to a relatively modest twenty percent, moving from 104,000 to about 125,000. Pasadena's present and future economic situation was viewed by Meyer and Rostvold as follows:

> The employment base of the Pasadena community labor market is currently in the neighborhood of 104,000 jobs. The service industries account for nearly one-third of the city's total employment. Wholesale and retail trade rank in second place, providing one-fourth of total employment. Manufacturing lines of activity rank third in importance, accounting for seventeen percent of the employment base of the community.
>
> Like Pomona, the city of Pasadena has excellent railroad service, and within five years freeway access to the city will be greatly improved. Pasadena's future industrial growth will be seriously impeded by the fact that only six acres of vacant industrial land are available to accommodate future development. In this sense, Pasadena has reached a stage of maturity as far as industrial development is concerned.
>
> Pasadena has thirty-five manufacturing firms employing 100 or more persons. Four manufacturing firms and three non-manufacturing enterprises each employ more than 1,000 persons.
>
> It is reasonable to assume that the primary economic functions of the city in the future will be concentrated in the services, retail trade, and finance fields. There is little to suggest by way of an upsurge in manufacturing employment in the near future. The cultural functions of the community will undoubtedly expand in the years ahead.[1]

Founded in 1882, the Pasadena Public Library has had a distinguished history of service to its community. In 1969 the library maintained a collection of more than 430,000 volumes with service provided through the central library and eight conveniently located neighborhood branches. The present building, completed in 1927, was expanded by the addition of two wings finished in 1969. A portion of the new area was to be utilized as the headquarters for MCLS. This addition also made it possible to reorganize the collections providing the space necessary for the contemplated Business-Industry Division.

At the time the Meyer-Rostvold study was made, the Pasadena Public Library did not provide a separate and identified service to members of the Economic Community. It was assumed that their need for circulating materials was being supplied by the Readers Services

Division and pertinent questions were answered by staff in the Reference Division. According to Mrs. Sophia White, who was employed to direct the Demonstration Project in the Pasadena Public Library, essential resources such as directories, services and specialized journals, both current and backfiles, were in short supply and limited to such basic tools as *Moody's*, *Standard and Poor's*, *Dun and Bradstreet*, etc. While the library was conscious of the post-war growth which had made Pasadena a center for research and development in scientific and technical fields, only a limited amount of material had been purchased. In part, this was due to an informal arrangement whereby individuals with specialized needs were referred elsewhere, often to the California Institute of Technology. In addition to the lack of materials, little effort had been made prior to the Demonstration Project to publicize the availability of information pertinent to the needs of business and industry. Mrs. White described the pattern of service to the economic community as she found it upon arrival in these words:

> Patrons, therefore, were usually directed by librarians to specific book titles and the burden of finding answers was often left to the scientist and technologist. Unfamiliarity with scientific and technical subjects was probably the strongest prohibiting factor in supplying the information needed. Since service was limited, the impression gained by the reference staff was that the economic community didn't require the services of the public library; consequently, other needs were more pressing.[2]

Before a project of the type recommended by Meyer and Rostvold could be attempted, it seemed imperative to bring together the existing resources and make substantial additions to them. This, plus the need for recruiting staff with appropriate expertise and organizing an effective service unit to set the immediate priorities for the Demonstration Project. Recognition was also given to the necessity for reversing the prior pattern of limited service by creating an awareness of resources and establishing confidence in the ability of the library to supply information sufficient in scope and depth to satisfy the needs of businessmen. The unavoidable requirement for concentrating most of the initial effort in what might be deemed internal preparation in Pasadena effected the degree to which other more experimental programs could be introduced during the brief Demonstration Period.

B. POMONA AND THE POMONA PUBLIC LIBRARY.

Located some thirty miles east of Los Angeles and Pasadena, the City of Pomona was also founded in the 1880's. During the first half of the twentieth century, Pomona was considered as the "heart of the citrus belt." Its economy was tied closely to agriculture in general and citrus in particular. A dramatic change occurred at the close of World War II. The "citrus moat" which had insulated - and isolated - the city was breached by an invasion of subdivisions preparing to accommodate the "spill-over" growth moving eastward from Los Angeles. In less than twenty years the population grew from 35,000 to more than 85,000.

Just as subdivisions replaced citrus groves, industries replaced packing houses, symbolizing a new economic base. Meyer and Rostvold said of this situation:

> The City of Pomona, with a population of 85,000 persons, has historically served as the economic and governmental center of the Pomona Valley.
>
> Total employment in the Pomona community labor market area was in excess of 58,000 at the end of 1968. Four lines of economic activity, Manufacturing (30%), Services (20%), Trade (18%), and Government (17%), account for eighty-five percent of total employment. Employment continues to increase at a sustained pace.
>
> There are twenty-two major manufacturing firms employing 100 or more persons in Pomona. Three of the firms employ over 1,000 workers.
>
> The community has an ample supply of vacant industrial land. It is served by an excellent railroad and freeway transportation system. The prospects for continued industrial development are excellent.
>
> Looking to the economic future of the city of Pomona, it would appear that the historical commercial leadership function of the community is being challenged by the new Montclair Plaza regional shopping center. On the positive side, it is clear that industrial and service employment and the governmental functions of the city will continue to increase during the next several decades.[3]

The Pomona Public Library is almost as venerable an institution as the Pasadena Public Library, having had its origin in 1887 - just five years after the Pasadena Public Library was first organized. However, in response to a larger and perhaps more affluent society, the Pasadena Public Library had developed an extensive branch library system while the Pomona Public Library offered service through its central library and one branch.[4] By 1969 the library's collections had grown to more than 200,000 volumes. A new library building had been occupied in 1965, providing space for collections and services which had previously suffered from inadequate facilities. However, in spite of space limitations, the rapid influx of new industries had led the library to establish a separate section to serve business and industry. Mrs. Lucille Bucher, who has been in charge of this service area almost from its inception, described it in this way:

> The present business and industry section was established in the early 1950's. The collection in this area was originally aimed at top management and engineers. However, it was later expanded to include books for the technician and machine shop worker. Books on labor relations were also added.
>
> This area of the library was publicized with a monthly advertisement in the local newspaper. It was mainly promoted, however, through book selection in an attempt to build a good business and industry collection as far as funds would permit, and also through diligent and interested effort in serving the businessman. It was noted that a man who found the answer to his inquiry very often returned when a new problem arose or he referred the library to another person from that firm or a friend whenever a technical problem came up.
>
> On moving to the new library building at 625 S. Garey Avenue, there was a little less concentration on serving the economic community. The business and industry desk (C desk) serves general adults, students (junior high school to college age), and persons from business and industry. Because of the very many general inquiries received at "C" desk, it has been difficult to give as much time to researching business questions as was formerly done. Although the general public is served by "C" desk, the selection of the business and technical books is the responsibility of certain "C" desk librarians. Whenever a question is received from business every effort is made to locate or obtain the desired information for the person making the inquiry.[5]

While the nucleus of both a special collection and the tradition of a specialized service to the Economic Community existed in the Pomona Public Library, both appeared to need and merit considerable strengthening. On the other hand, the basic components did exist providing an opportunity to concentrate more effort on the experimental aspects of the Demonstration Project.

C. THE METROPOLITAN COOPERATIVE LIBRARY SYSTEM AND ITS HEADQUARTERS.

The Metropolitan Cooperative Library System had its beginnings as the San Gabriel Valley Cooperative Library System established in June of 1966. With headquarters in the Pasadena Public Library, the original System consisted of Pasadena and four of the smaller neighboring libraries.

In 1968, seven new members joined the System. Stretching from Pomona on the eastern border of Los Angeles County to Palos Verdes District Library overlooking the Pacific Ocean on the west, this chain of libraries changed its name to the Metropolitan Cooperative Library System. With this expansion and the almost certain addition of other municipal libraries in subsequent years, the System Council reorganized itself and System operations. Expansion of the headquarters staff was required to meet the increase in interlibrary loan and reference work. A Reference Coordinator was employed to assist in the administration of a Reference Grant from the Library Construction and Services Act grant to improve reference collections and services throughout the System.

Growing pains were accentuated in 1969 with the addition of four more libraries. By the time the Meyer-Rostvold study was completed System membership numbered sixteen, with more applications pending. Hard-pressed to perform even the essential services, the System staff was further plagued by personnel turnover and vacancies. Headquarters staff looked forward to moving into less crowded quarters in the new wing of the Pasadena Public Library. Meanwhile, with an eye to the future, the System Council continued to add new dimensions to the System's services and activities while modifying and changing the procedures involved with basis System functions.

In summary, at the time the demonstration program stemming from the Meyer-Rostvold study was being formulated, the burgeoning Metropolitan Cooperative Library System was already faced with a variety of problems, an unprecedented workload, a potential growth in System membership, and a chronic shortage of staff. These conditions seriously limited the ability of the System, and particularly the Headquarters, to accept major responsibility for programs of the scope projected for the demonstration program. Still, the fact remained that to succeed, the demonstration program would require the use of the teletype and delivery systems of MCLS. More than this, the ultimate System-wide implementation of the demonstration project would be more easily accomplished if there was at least a limited System involvement from the beginning.

FOOTNOTES

[1] Meyer and Rostvold, op. cit., p. 9.

[2] Letter, Mrs. Sophia White to Raymond M. Holt and Associates, April 12, 1971.

[3] Meyer and Rostvold, op. cit., p. 10.

[4] This branch was closed in 1968 due to a continuing decline in use.

[5] Letter, Mrs. Lucille Bucher to Raymond M. Holt and Associates, July 5, 1971.

Photo by Harvey Holt

Marjorie Donaldson, City Librarian, Pasadena Public Library.

Photo by Harvey Holt

(Mrs.) Sophia White, Coordinator, Business and Industry Division, Pasadena Public Library, consults catalog of business directories.

Photo by Harvey Holt

The Business Industry Division of the Pasadena Public Library was created as a part of the Demonstration Project serving both Pasadena and the Metropolitan Cooperative Library System.

Photo by Harvey Holt

(Mrs.) Joan Winegar, Project Librarian, selects books which may stimulate interest of a businessman seeking information.

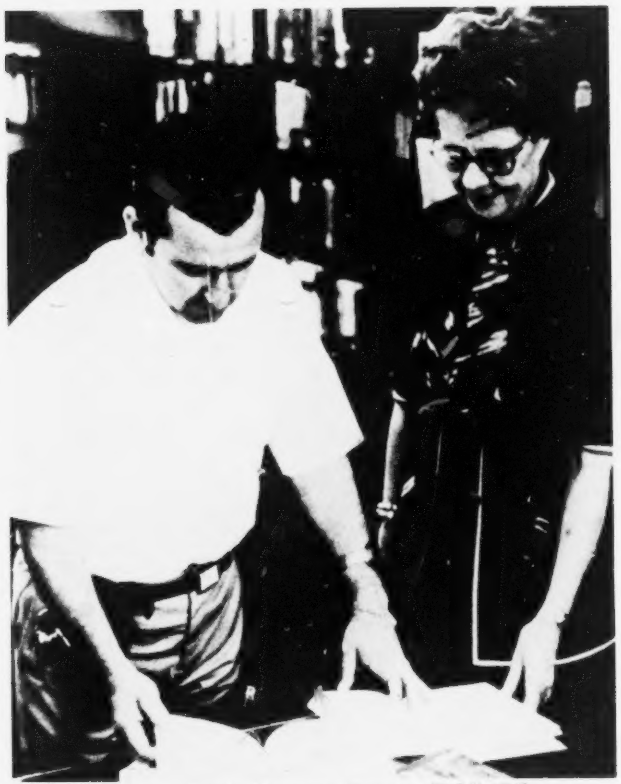


Photo Courtesy Pomona Public Library

(Mrs.) Lucille Bucher, Supervisor, Business and Industry Division, Pomona Public Library, assists interested patron seeking information.

Photo by Harvey Holt

(Mrs.) Marjorie Boche, Project Librarian, shows businessman a "mini-bib" as part of her presentation during a visit. Such items were used as evidence of the library's interest and ability to serve businessmen.

CHAPTER V

FITTING THE PATTERN TO THE CLOTH: DEVELOPING AND IMPLEMENTING THE DEMONSTRATION PROJECT

The conditions existing in the Pasadena and Pomona Public Libraries and the Metropolitan Cooperative Library System were important considerations for those responsible for planning the demonstration project proposal. In some ways the recommended program seemed to exceed by far the ability of the libraries to transpose into action. Real effort would be required on the part of all concerned. Questions also arose: What would be the cost to the participating libraries in terms of personnel, as well as money? Could the libraries afford to concentrate so much effort in one area of activity when other priorities, especially those involving minority groups, needed attention? Would the libraries be able to support an improved level of service to the Economic Community beyond the period of the demonstration? How would the general public react to a program which was devoted to using tax dollars to help the members of the Economic Community increase their profits? How would such a program be received by the conservative-minded public officials in both cities? For that matter, how would the businessmen themselves react to the use of Federal funds for such a project?

After considerable discussion of such questions as these, as well as the practical problems concerning the meshing of the project within each library and within MCLS, the Directors of the Pasadena and Pomona Public Libraries reached an agreement. They concurred that the demonstration project should follow the basic recommendations of the Meyer-Rostvold study in spite of deficiencies of resources and staff as well as other possible problems. In a somewhat lengthy "Project Description" the objectives of the proposed program were established and certain aspects described.[1]

A. THE PROJECT DESCRIPTION.

The overall objective was to *"initiate total library service to the economic community embraced by the Metropolitan Cooperative Library System through the implementation of the recommendations"*[2] of the Meyer-Rostvold study. The *Project Description* continued by stating that:

> The project is to demonstrate how the public library can operate as the primary point of contact between the economic community and the information resources held by all types of libraries and related

> agencies in the Metropolitan Cooperative Library System. The particular needs of the economic community are defined by market analysis in the base study and attention has been called to the singular information needs and behavioral patterns of individuals in the economic community. The lack of such service at present and the general inadequacy of informational resources used by the economic community is documented in the Meyer-Rostvold study as well as in the earlier report, Technical Information for California Business and Industry: A Report to the California State Library, by George S. Bonn, 1966.[5]

Several specific objectives were then named:

(1) development of the collections and enrichment of the services in the Pasadena and Pomona Public Libraries;

(2) an intensified public information program to increase the businessman's awareness of the library resources and services;

(3) identification of specific subjects which merit research and analysis.

Although personnel requirements for the project had been specified in the Meyer-Rostvold report,[4] existing conditions seemed to dictate the wisdom of certain modifications. Ultimately the necessary personnel list included:

(1) a Project Director to be headquartered at MCLS;

(2) a specialist in each library to do field work and assist regular staff as needed in materials selection and reference work;

(3) an additional reference librarian in both the Pasadena and Pomona Public Libraries to re-enforce existing staff.

In addition, some funds would be used for part-time support staff as experience required.

The proposal continued by describing the use to be made of the System's teletype and delivery systems, as well as the Pasadena and Pomona collections and staff to supply materials and answers for requests emanating from member libraries. Further, the plan envisioned a structured network composed of resources outside of MCLS and including the Southern California Answering Network (SCAN) located at the Los Angeles Public Library, academic and special libraries and the California State Library.

It was also noted that various methods would be tested to improve the speed of response between libraries and individuals in the business community: facsimile transmission, local messenger delivery, as well as use of teletype and System delivery services.

The pursuit of these objectives was expected to bring about certain improvements to both the individual participating libraries and to libraries at large:

> The direct result of this project should be the broadening of the visible role of the public library and the direct identification of the public library as an integral part of the support service required by the economic community. The specialized collections of the two libraries will be measurably improved and more experienced staff will be available for continuing service to the economic community. Numerous innovations will have been tested and, in all probability, new patterns of service will have evolved, including greater cooperation between various types of libraries. In this manner, the public library will become recognized as a viable and motivating force in the growth and expansion of the area's economic base.[5]
>
> The implementation of the proposed project will obviously create new patterns of service which should have value and be adaptable throughout the State as part of the development of public library service. The success of the project will in part rely upon interlibrary cooperation. The Meyer-Rostvold report indicates an awareness and desire for this cooperation in all types of libraries. While the mechanics need to be worked out in each instance, there have been preliminary pledges of support and willingness to find solutions to the problems relating to access. In essence, the project will create a type of service network which should have implications for the entire State and Nation.[6]

Following this statement of intended results, there was a section of the Project Description devoted to the possibilities of engendering public interest and financial support for the continuance of the project beyond the demonstration period. The findings of the Meyer-Rostvold study were cited in support of this expectation.

> For instance, it was found that about 2/3 of the firms would be willing to donate their surplus magazines and to receive reference calls; 1/2 would be willing to pay transaction charges; about 1/3 would be willing to subscribe to library bulletins and to pay annual membership fees; and slightly more than 1/10 would be willing to make outright grants or gifts to support the service.[7]

Finally, the end-products anticipated as a result of the project were summarized:

> At the end of the proposed demonstration program there should be considerable evidence as to the effect access to total library resources and services may have on the economic community. After the program has proven successful, effort will then be made to intensify services provided the economic community through the Metropolitan Cooperative Library System. Given sufficient proof of its value there

> is reason to believe, supported by information in the Meyer-Rostvold study, that adequate financial support can be secured from the private sector to continue this improved level of service. Further, improved and specialized collections and services will have evolved in two of the Metropolitan Cooperative Library System libraries. The channels for total library service in a specialized area will have been opened and tested, adding immeasurable strength to the System's service capabilities. In effect, a new subject network will have been formed which can be utilized by all members of the Metropolitan Cooperative Library System in giving service to their respective economic communities.[8]

B. THE PROJECT SUBMITTAL AND ITS DISPOSITION.

The Project Description was appended to the appropriate LSCA funding request forms and dispatched to the California State Library in late spring. While the directors of the two libraries were aware that some deviation from the program outlined by Meyer and Rostvold seemed inevitable, the budget presented in the study appeared fundamentally sound. Therefore, the Project requested Title I funds in the amounts of $154,300 for the first year of operation and $150,700 for the second year.

Near the end of June 1969, word was received from the California State Library that the project had been approved - but in spite of the merits of the project, limited availability of LSCA funds made it necessary to restrict funding to a one-year program. The effective project dates were set from July 1, 1969, to June 30, 1970.

Cutting the program in half necessitated re-thinking of the programming and re-ordering of priorities. Both directors felt that while the new limitations would preclude reaching the original objectives, the revised program should make possible as much progress as practicable. It was clear that before the Pasadena Public Library could engage in other aspects of the project, the creation of the new Business industry Division would have to be completed. The Pasadena Public Library, therefore, decided to continue to give top priority to the establishment of this base of operations.

The Pomona Public Library, having previously separated its services and collections for Business and Industry to some degree, determined that priority should be given to strengthening its collections and an innovative program designed to increase the awareness of library services among members of the Economic Community. Emphasis would be upon a program of visitation and the implementation of as many of the experimental suggestions of Meyer and Rostvold as possible in the limited amount of time available.

Both libraries agreed to share resources and staff as much as possible. To reduce the percentage of the grant devoted to personnel, the positions recommended for addition to MCLS Headquarters, including that of Project Director, were eliminated; each library agreed to assume responsibility for the programs to be conducted within their respective communities. The need for experimenting on a limited scale before seeking System-wide application led to the decision to reserve program implementation for only the activities which seemed most productive - such implementation to occur at the end of the project period. Meanwhile, all System members would benefit from the enriched resources and specialized personnel available in the two libraries.

C. IMPLEMENTING THE DEMONSTRATION PROJECT.

While the Project was officially under way July 1, 1969, according to the announcement of the State Library, two problems arose to delay the actual initiation of the new program; although approval of the project was given in June and effective July 1, no funds were received until fall, and secondly, qualified personnel with the specialized skills, training and background dictated by the project were difficult to obtain. The problem of financing was further complicated by the need for both libraries to observe the procedures and regulations of their jurisdictions in the handling of such funds and the employment of personnel to be paid therefrom.

The Pasadena Public Library, having received prior approval for creating the new Business Industry Division, proceeded as rapidly as the logistics involved permitted. Mrs. Sophia White, a former staff member who, in addition to her public library experience, had served as a special librarian in a variety of libraries in business and industry was employed by the Pasadena Public Library to head the new Division and manage the Demonstration Project. Among her first actions was an analysis of the existing collections and the determination of the subject classifications to be consolidated in the new Business Industry Division. The following were chosen:

TABLE V-1

SUBJECT CLASSIFICATION COMBINED TO FORM PASADENA PUBLIC LIBRARY'S BUSINESS INDUSTRY DIVISION COLLECTION

Statistics	330-311	Physical Sciences	500-549
Economics	330-339	Applied Science	600-609
Business Law	347	Engineering	620-629
Insurance	368	Business & Technology	650-699
Commerce	380-389		

The list of subject classifications was arrived at through careful study of potential use. A chart showing the subjects covered was prepared and posted outside the room. Books included both circulating and reference. The resources were further expanded by the addition of business directories, periodicals and newspapers in the field; annual reports, house organs, and other publications filled out the collection.

The Pomona Public Library, failing to find qualified personnel as rapidly, also proceeded with the enrichment of its collections. While the range of materials covered the gamut of business and industry, Mrs. Lucille Bucher, aided by other staff members, placed emphasis on the addition of periodicals, loose-leaf services, and the more technical books which because of price heretofore had been reluctantly left off purchasing lists. In selecting the specific titles to be added, the staff was especially mindful of one of the Meyer-Rostvold findings which had been substantiated by experience:

> It is also of interest to note that the availability of the collection, as well as its quality, is a sensitive matter to the businessman user. He wants to be able to browse the shelves himself, so the internal arrangements must be simple and easily understood, and there should be a minimum of locked cases, special locations of materials, etc. In addition, he is disappointed and discouraged when he locates a book he wants in the card catalog and then finds that no copies are on the shelf. An expensive but necessary feature of service to the economic community is the provision of multiple copies of the good books, so one is available when needed.[9]

One of the first cooperative projects to be undertaken was the publication of a newsletter to businessmen. After considerable discussion by staff members as to the objectives, content and distribution of such a publication, it was decided that the text should be provided by the Pasadena Public Library while the preparation and arrangement for printing would be assumed by the Pomona Public Library. Thus was born *Business Briefs*, which is more fully described in an ensuing chapter. The first issue appeared in January 1970 and continued throughout the course of the Project.

D. THE DEMONSTRATION PROJECT BEGINS.

The Pasadena Public Library opened its new Business Industry Division with a flourish in January 1970. The volume of work increased immediately and posed serious limitations on the amount of time available for implementing other recommendations in Pasadena. Newspaper publicity, contacts with some businessmen, and word of mouth communication was relied upon to increase the awareness of the members of the Economic Community. Of particular interest was a detailed presentation of the Project at a meeting of the Special Librarians In Pasadena (SLIP) by Miss Donaldson and Mrs. White. Besides alerting these librarians to the fact that the Pasadena Public Library was devoting considerable energy to improving services to businessmen, the meeting provided an opportunity for expanding cooperation with the private libraries maintained by business and industry in the area. As in Pomona, the staff found that the best advertisement was success - that being interpreted as getting the answer through the best and fastest methods.

The Pomona Public Library succeeded finally in recruiting two special librarians to work as "Project Librarians" beginning in the spring of 1970. They familiarized themselves with the library, its collections and services, as well as with the Meyer-Rostvold study and the Project now under way. Mrs. Marjorie Boche and Mrs. Joan Winegar, (Miss Joan Lutz until September 1970), the two Project Librarians, then began preparations for their own participation in the program. Plans for an extensive visitation program to Business and Industry were formulated. The interviewing began in May and continued through December in the Pomona area. This aspect of the work, as well as other details of the public information program, are detailed in subsequent chapters of this report.

Meanwhile, because of the difficulties encountered in getting the Project started, including a delay in receiving funds, the directors of the two libraries asked that the deadline for Project completion be extended. The California State Library agreed to the request, extending the deadline to the end of September. Nine days before the new deadline was reached the State Library announced that an additional $61,000 has been granted the Project and the deadline was postponed for another nine months, to June 30, 1971. While this was only forty per cent of the amount originally requested, it was considered a major windfall. The Demonstration Project was given a new lease on life and plans were immediately made to cover the remaining nine months.

The Pasadena and Pomona libraries both indicated a continuing need for purchasing more materials and the visitation program in Pomona had yet to reach as many firms as was intended. In addition, there were several innovative ideas which seemed worthy of experiment. For one thing, it appeared that the importance of the Project and its evident success was worthy of a thorough and formal evaluation. As a part of such an evaluation it seemed desirable to gain some information from the business community as evidence of their receptivity to the program. Finally, with the availability of more money and the extension of the deadline, there was hope that certain aspects of the program could be extended to those member libraries of MCLS wishing to participate.

Early in December 1970 a letter of information and an "application for participation" was sent to MCLS members. The response was somewhat disappointing. In some instances the libraries appeared to be absorbed in other matters, while a number displayed apathy toward such participation. Ultimately, four libraries, Azusa, Redondo Beach, Torrance and Whittier indicated their desire to become a part of the program. It was agreed that Mrs. Boche and Mrs. Winegar would work with appropriate staff members in each of these libraries. They would conduct a program of visitation to a limited number of business firms in each community. Each library would receive copies of the "mini-bibliographies" containing references to the appropriate materials contained in the participating library's collection. Beyond this, there would be general publicity through newspapers and other media. The two "Project Librarians" were to be available for appearances before civic groups, business organizations, and service clubs, as opportunity allowed. Since the Pasadena Public Library had not found time to conduct a visitation program, the Project Librarians were to conduct interviews there as well.

Beginning in January 1971, both the Pasadena and Pomona Public Libraries began absorbing the new workloads precipitated by the Project. In Pomona, the Project Librarians completed their last rounds of visitation and prepared for their new tasks elsewhere. They made preliminary reconnaissance trips to each of the libraries participating in the extension of the Project. After the necessary preparation had been completed, the actual work of visitation began and continued until the end of the Project in June 1971.

Meanwhile, questionnaires had been sent to selected businessmen in both Pasadena and Pomona to elicit their reactions to the enlarged program of services to the Economic Community and to the publication of *Business Briefs*. The information from these returns, as well as data gathered from the reports of the Project Librarians, statistics of usage, reports and memorandums from Mrs. White in Pasadena and Mrs. Bucher in Pomona, and other data, was in the process of being collected for analysis, evaluation and inclusion in this report on the Project.

It is within the framework of this schedule of activities that the Project had its inception and existence. The chapters which follow attempt to analyze and present some of the most significant aspects of the Demonstration Project.

FOOTNOTES

[1] See Appendix I: Project Description, p. 1.

[2] Ibid., p. 1.

[3] Ibid., p. 1.

[4] Meyer and Rostvold, op. cit., p. 128.

[5] See Appendix I, p. 2.

[6] Ibid., p. 3.

[7] Ibid., p. 4.

[8] Ibid., p. 4.

[9] Meyer and Rostvold, op. cit., p. 81.

CHAPTER VI

"BUSINESS BRIEFS" FOR DESK TO DESK CONTACT

One of the findings of the Meyer-Rostvold study was the oft-expressed need of businessmen for improved communications between business and public libraries. In discussing this the authors noted that:

> The difficulty of achieving effective communication between the library and the economic community, and the businessman's resultant lack of awareness of library services and facilities, is well-known and has been confirmed in this study as well. In the continuing attempt to find useful and productive avenues of communication, the businessmen themselves were asked to suggest effective ways for the public library to reach their employees who might have information needs. Alternative phrasings of the question, which were used when appropriate, asked how the public library could publicize itself better than it does, or what the best way would be for the public library to let the respondent's firm know if it acquires some materials of direct interest to that company. . . . Direct mailings were named far more frequently than any other device.[1]

Of those interviewed during the course of the Meyer-Rostvold Survey, the most frequently mentioned method of publicizing the library to the businessman was through direct mailings - sixty-one per cent compared to all other kinds of publicity activities. This is not surprising when one recalls the well-known faith businessmen have in direct mailings and the extensive use made of this communication form by members of the Economic Community.

Further advice was obtained from businessmen in their replies to questions aimed at determining the types of mailings which would have the greatest potential. Of those responding to this question, thirty-two per cent suggested specialized bibliographies and mailing lists, twenty-eight per cent asked for lists of new acquisitions, while sixteen per cent wanted lists with items grouped around subjects. The desirability of direct mailings was further underscored by the finding that: *"About one-third of the firms said they would be willing to support the library service by subscribing to announcements or bulletins prepared by the library."*[2]

Meyer and Rostvold, prompted by these findings, included as one of their recommendations: *"Also from the beginning of the demonstration program a regular monthly news bulletin should be prepared and* *distributed to local business firms. . . .*"[3] However, no further guidance was given as to content or format, except that ". . . *a bulletin similar to that of the Los Angeles Public Library might be issued regularly by the library. . . .*"[4]

A. THE CONCEPT AND DESIGN OF BUSINESS BRIEFS.

The idea of the Monthly Bulletin gained a fair degree of priority in the discussions between the Pasadena and Pomona Public Library representatives. However, there was less agreement as to objectives, content, format, and other specifics. After staff members examined not only the publication of the Los Angeles Public Library, but similar publications gathered from other libraries, it was determined that the content should consist of abstracts from current periodicals and government publications pertinent to the needs of businessmen. These would be grouped under broad subject headings. Because of the limited number of issues which could be published during the Demonstration Program, it was decided that different subjects would be given emphasis in each number, except that "current business conditions" might receive regular attention.

Both as an opportunity for feedback and as an additional service, it was further determined to use a device employed by various trade magazines, namely the business reply card - or at least a modified version of this. Each abstracted item would be numbered and a list of the numbers printed in the bulletin. The format was to provide a place for the numbers which would encourage the reader to circle the number representing any item, or items, of special interest and return it to the library as a request for a copy of the entire article. If the material was other than a periodical article, the request form could be used to initiate a reserve for the item.

Because of previous experience, Pasadena Public Library's Mrs. Sophia White was delegated the responsibility for selecting material, writing the abstracts and preparing the layout. Public Information Assistant, Mrs. Dianne Hardisty of the Pomona Public Library was assigned the task of supervising the production of the monthly bulletin including arrangements with the printers, etc. Staff members in both libraries were asked to be on the alert for materials which should be included in the publication. If was further agreed that the first issue should appear in January 1970. Each library was to be responsible for creating its own mailing list.

There remained the problem of selecting an appropriate title for the publication. Everyone agreed that it should be short, meaningful, and distinctive. An attempt was made to avoid prosaic terms such as "bulletin" and "newsletter." However, it was soon discovered that some of the more innovative titles suggested were either non-descriptive, or easily confused with publications distributed by some other local organization such as the Chambers of Commerce. The title *Business Briefs* was finally decided upon and Mrs. Hardisty was asked to design the general layout.

The format, determined by convenience for the reader and economy in printing, consisted of a sheet 11" x 17" folded to form a four-page 8½" x 11" publication. The title was to be carried in bold Italicized capital letters across the top of the page with the message, "From the Pasadena Public Library" or "From the Pomona Public Library" at the right. An arrow-shaped two-tone tint block laid behind the title and the name of the library created a more dynamic appearance. Below the title block an explanatory statement was added: *"A MONTHLY SURVEY OF CURRENT LITERATURE DESIGNED TO KEEP YOU INFORMED ON THE CHANGING BUSINESS SCENE: A Federally Funded Project."* The use of a variety of type styles and sizes as well as wide margins and two columns separated by a wide gutter contributed to readability. Graphs taken from the abstracted literature were used both as illustrations and to create a more interesting format. Finally, selecting a paper with considerable substance, it was decided to print each issue on a different color of stock, using an ink which was either a darker shade of the same color or a complimentary color such as brown ink on yellow paper. A typical front page layout is shown in Figure VI-1.

The back page was divided into three segments: (1) the final abstract articles appearing in the upper one-third, (2) the "Customer Return" portion bearing (a) the library's name and address, (b) the series of numbers representing the abstracted articles, (c) the request, "Please send the following copies of articles abstracted (circle the items wanted)" and (d) a place for the individual's name and address. The bottom third of the page was imprinted with the title *Business Briefs*, the library's return address, and the Bulk Mailing Permit Box. Space was left for addressing. When folded into thirds and fastened by staple or other means it became a convenient mailing piece. It was hoped that the finished product would be sufficiently distinctive to command the attention of the receiver and earn his immediate readership.

B. ESTABLISHING THE MAILING LISTS.

In setting up their mailing lists each library pursued a different course. Pasadena selected the intended recipients largely from among its patrons. The Pomona Public Library, on the other hand, accepted the invitation of the Pomona Chamber of Commerce to include the publication as part of its monthly mailing to the general Chamber membership. In addition, the public services staff of the Pomona Public

FIGURE VI-1

TYPICAL PAGE OF *BUSINESS BRIEFS*

BUSINESS BRIEFS

FROM THE PASADENA PUBLIC LIBRARY

A MONTHLY SURVEY OF CURRENT LITERATURE DESIGNED
TO KEEP YOU INFORMED ON THE
CHANGING BUSINESS SCENE
A Federally Funded Project

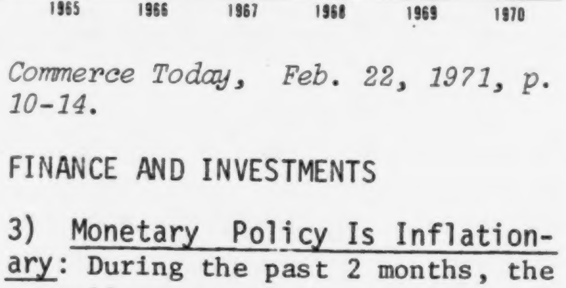
Vol. II, no. 4 April, 1971

BUSINESS CONDITIONS

1) The Economy In The First Quarter: Prices rose too rapidly and production too slowly in the first quarter to leave much hope that anything like a $1065 billion GNP can be attained this year except by an extraordinary amount of inflation. Industrial production rose only .7% in January, and nearly all of the gain was in the auto industry which climbed 14% and in steel which rose 4%. Durable goods orders showed a similar pattern. If recovery is typical of postwar patterns, industrial production should be within 3% of its July 1969 peak by May. *Cleveland Trust Business Bulletin, March 1971, p. 1-2.*

2) U. S. Foreign Trade Now Tops $82 Billion: U.S. trade with foreign countries expanded strongly in 1970. Exports totaled $42.7 billion and represented a 14% advance compared to a 9-1/2% gain in 1969. Imports increased by 11% to $40 billion, whereas they rose only 8-1/2% in 1969. Resulting from the differing rates of growth between exports and imports, the U.S. merchandise trade surplus expanded for the 2nd consecutive year to $2.7 billion. For 1971 the export growth rate is expected to moderate and imports climb faster.

U.S. Trade Growth Continues Strong In 1970; Export Surplus Improves



Commerce Today, Feb. 22, 1971, p. 10-14.

FINANCE AND INVESTMENTS

3) Monetary Policy Is Inflationary: During the past 2 months, the overall money stock was increased by $13 billion, or an 18% annual growth rate substantially higher than the 5% - 6% growth rate publicly mentioned in the press by government spokesmen. The 18% rate

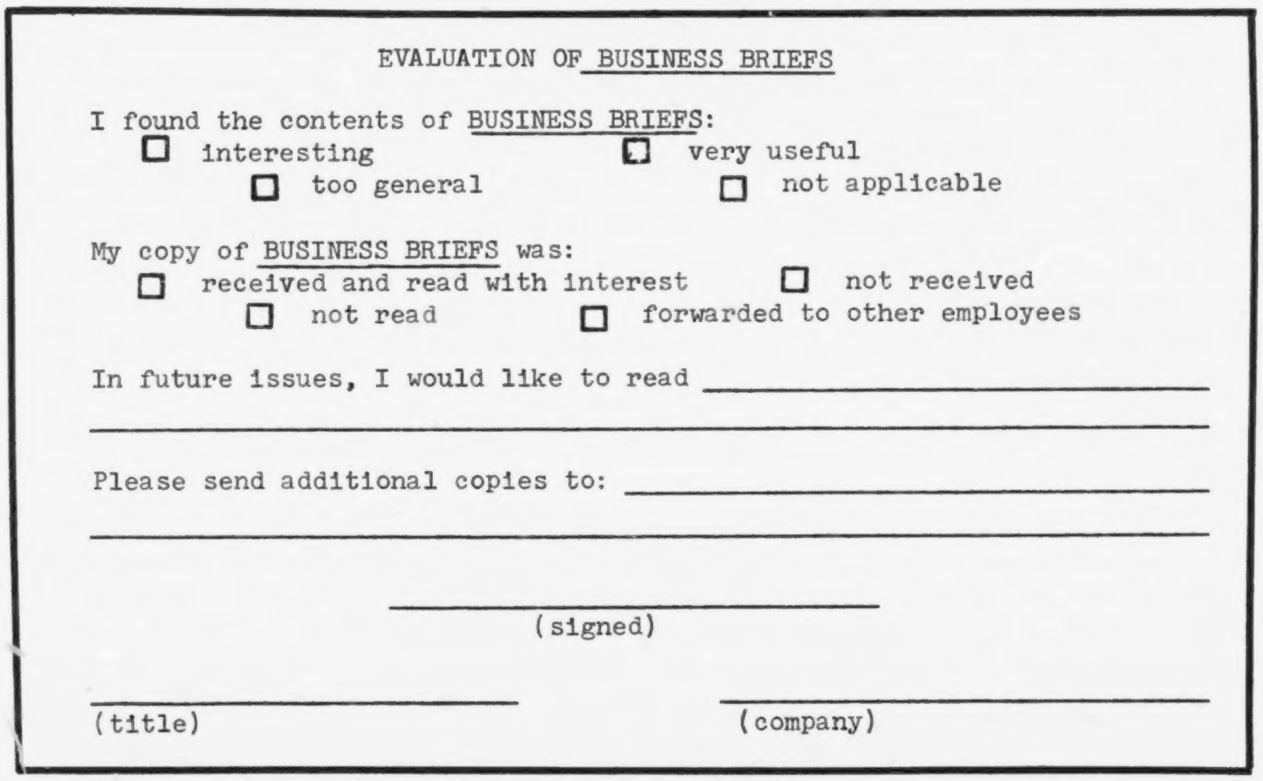
Library assisted the Project Librarians in assembling a supplementary mailing list consisting of individuals who were not on the Chamber list but who were known to be interested in the library and its services. The initial Pasadena list numbered about 200, while the Pomona list, because of the Chamber mailing, amounted to more than 1,200. In addition, each library planned to have a small number of copies for over-the-desk distribution.

C. EVALUATING THE FIRST ISSUE.

During the last months of 1969, work went forward on schedule and the first issue of *Business Briefs*, eight pages in length, emerged from the presses and entered the mails soon after January 1, 1970. In Pomona a decision was made to make a quick survey of the initial response to the first issue. A brief questionnaire was designed and sent to a sample of those who had received the first number a few days before. The questionnaire was placed on a double post card. The questions were simple ones, as can be seen by examining Figure VI-2.

FIGURE VI-2

POST CARD QUESTIONNAIRE SENT BY POMONA PUBLIC LIBRARY
AFTER FIRST ISSUE OF BUSINESS BRIEFS WAS MAILED



EVALUATION OF BUSINESS BRIEFS

I found the contents of BUSINESS BRIEFS:
☐ interesting ☐ very useful
☐ too general ☐ not applicable

My copy of BUSINESS BRIEFS was:
☐ received and read with interest ☐ not received
☐ not read ☐ forwarded to other employees

In future issues, I would like to read ____________________

Please send additional copies to: ____________________

____
(signed)

____________________ (title)

____________________ (company)

The response to the first question showed that sixty-eight per cent had found the first issue "interesting" while another twenty-nine per cent noted that it was "very useful." A bare two per cent found it "too general," while only one per cent claimed that it was "not applicable." Everyone answering the second question checked the response "received and read with interest" except for ten who had not received their copies. In addition, twenty-four per cent of those replying noted that they had forwarded their copies to other employees.

Suggestions for subject matter to be included in future issues were made by twenty-two per cent of the respondents. These ranged from requests for items on construction and agriculture to current statistical data on the local area. Perhaps the most complimentary result of the questionnaire was the request by thirty-three per cent of the respondents for additional copies. While most of these were to go to other individuals of the same firm, several requests were for copies to go to businessmen in other companies.

D. PARTICIPATION BY OTHER MCLS LIBRARIES.

The success of the first several issues led to the offering of copies of *Business Briefs* to other MCLS libraries. Each library was asked to implement its own distribution. Three libraries chose to take advantage of this offer: (1) Altadena, (2) Torrance, and (3) Monterey Park, each asking for 100 copies.

Beginning with the April 1970 issue, the publication was reduced from eight pages to four. This decision was based on a number of factors. First, there was concern that the businessmen might defer or fail to read *Business Briefs* if it appeared to be too voluminous. It was noted, for instance, that most of the newsletters received by businessmen such as *The Kiplinger Washington Letter*, were only four pages in length. Added to this was the staff time required to locate appropriate articles and to prepare the abstracts, and concern over the cost of printing. No adverse reaction was registered when the April issue appeared in a four-page edition.

E. PHILOSOPHY OF THE CONTENTS AND ABSTRACT FORM.

Before attempting an evaluation of *Business Briefs* it is necessary to indicate the purpose and concept of the abstracts. Prior to the first issue several discussions were held regarding the nature of the publication, its intended audience, and the general objectives. There was general agreement that the articles should be selected from current periodicals and government publications which most businessmen would not normally read. The only disagreement occurred over whether the abstracts should be informative or merely indicative.

Arguments in favor of the informative abstract centered on the belief that the longer and more complete abstract would best serve the businessman by satisfying all but the most accute information needs. This, it seemed, would be especially appreciated by the businessmen who have little time to do follow-up reading.

The other point of view pointed out that the indicative abstract would, by virtue of brevity, increase the number of subjects which could be included in each issue. This larger span of subject coverage had the potential of meeting a wider range of interest and needs. The fact that businessmen would have to call the library for the complete text was described as an excellent opportunity for encouraging further use of the library.

The ultimate decision to use the informative rather than indicative abstract must be considered in evaluating the success of *Business Briefs*. On the theory that businessmen were best served by complete information, could the absence of requests for complete texts of the abstracted articles be cited as a token of success? Or was the failure to request complete text an indication that businessmen had found the abstracts too long and the scope of subject coverage too limited to be of interest? Since some requests for the full text were actually received, was this a sign that still longer and more complete abstracts were needed? These and other imponderables grew out of the decision to use informative rather than indicative abstracts, making subsequent evaluation difficult, if not inconclusive.

FOOTNOTES

[1] Meyer and Rostvold, op. cit., p. 68.

[2] Ibid., p. 97.

[3] Ibid., p. 104

[4] Ibid., p. 68.

CHAPTER VII

ANALYSIS AND EVALUATION OF "BUSINESS BRIEFS"

Because *Business Briefs* was a major aspect of the Demonstration Project and served both as a device for conveying information to businessmen and as a public relations tool, it requires detailed analysis and evaluation. Other libraries and library systems wishing to produce a similar publication may find this particularly helpful. Considerable data has, therefore, been amassed and scrutinized. The findings are presented in this chapter. Since the chapter is long and somewhat involved, the contents and order of presentation are noted here.

The first section (A) is devoted to a consideration of the contents of the publication based on statistical data derived from an analysis of the various issues. Section (B) provides an overview of facts gleaned from a special questionnaire sent to the readers of *Business Briefs*. This is followed by parts (C) and (D) which show how the responses vary according to the location of the firm and the type business engaged in by the respondent.

Replies to a second questionnaire covering the entire Demonstration Project provide information used in Section (E). Following this, the pertinent observations of members of the Project staff and other librarians are presented in Section (F). The conclusions and recommendations of the writer appear as the final portion of the chapter.

A. CONTENT OF BUSINESS BRIEFS.

Between January 1970 and June 1971 seventeen issues of *Business Briefs* appeared. (The May and June 1971 issues were combined into a single four-page number.) These seventeen issues carried a total of 331 abstracts, or an average of 19.5 per issue. These were arranged into categories under a variety of subjects. There were nine major categories, although more than twice that number of descriptive words were used as headings. Each issue began by presenting a series of abstracts under the subject "Business Conditions," or a variant thereof. "Management and Labor" was the only other topic appearing in every issue. Other popular headings used in at least a third of the issues included "Real Estate and/or Construction and Housing," "Industry Outlook," and "Finance and Investment." Less frequently used were topics such as "Insurance," "Merchandising," Foreign Commerce," "Federal Government," and "Wage Trends."

An analysis of the percentage of the total abstracts devoted to these various categories is presented in Table VII-1.

TABLE VII-1

PERCENTAGE OF THE TOTAL NUMBER OF ABSTRACTED ARTICLES APPEARING UNDER VARIOUS CATEGORIES IN THE SEVENTEEN ISSUES OF BUSINESS BRIEFS, JANUARY 1970-JUNE 1971

RANK ORDER	SUBJECT CATEGORY	PERCENTAGE OF ISSUES IN WHICH THIS CATEGORY APPEARED	PERCENTAGE OF THE TOTAL NUMBER OF ABSTRACTS APPEARING IN THIS CATEGORY
1	Business Conditions	100.00%	24.5%
2	Management and Labor	100.00%	23.3%
3	Real Estate, Housing and Construction	65.00%	12.7%
4	Finance and Investments	65.00%	12.1%
5	Industry Outlook	41.00%	7.3%
6	Foreign Commerce and Markets	54.00%	6.6%
7	Merchandising	41.00%	6.0%
8	Insurance	24.00%	3.9%
9	Federal Government	18.00%	3.6%

Judging from the categories under which the abstracts were published, *Business Briefs* contained a strong concentration of material concerning current business conditions, a prime interest of every businessman. While alert businessmen were no doubt conscious of the general economic picture, the abstracts in *Business Briefs* were meant to provide new dimensions to their knowledge and understanding.

This broad analysis of subject content in *Business Briefs* substantiates the management orientation of the publication. Not only were the topics concerning Management and/or Labor present in each issue, they also constituted nearly a quarter of the total content. This conclusion was further reinforced by the large number of entries concerning Finance and Investments, again slanted to the interests of management. On the other hand, relatively few articles were abstracted in the field of "Merchandising," and none devoted to the areas of science and technology or the various professions except as the previously discussed topics apply. Material on taxes usually appeared under the broader heading of Finance and Investment.

Subjects which should be of interest to management, but which were notable for their limited appearance or total absence include such headline topics as ecology and environment, Vietnam, and the complex issues tied to youth and the atmosphere of dissent. Few items concerned the impact of court rulings, legislation, or regulatory agencies. In spite of the commitment of many local industries to the general field of research and development, this broad subject was seldom touched upon. How these limitations in subject matter affected readership is not clear. From the evidence presented later in this chapter, it would appear that content paralleled the interests of most recipients of *Business Briefs*. Still, there is the nagging concern that those who responded to the evaluation questionnaires may not have been fully representative of the Economic Community at large, and that *Business Briefs* may thereby have fallen short of its full potential.

B. SOURCES OF ABSTRACTS.

One of the guidelines used in selecting material for abstracts was, as previously noted, to call the businessman's attention to sources which he would not normally see. Because of the broad range of readership and subject matter covered by *Business Briefs*, it was obviously impossible not to include sources which might be unfamiliar to one person but regular and basic reading fare for the next. An analysis of the sources from which articles were chosen for abstracting shows that the variety was much greater than one might suspect from the fairly limited number of subject categories appearing in *Business Briefs*.

TABLE VII-2

NUMBER OF TIMES A PERIODICAL TITLE WAS USED AS A SOURCE FOR AN ABSTRACT IN BUSINESS BRIEFS, JANUARY 1970- JUNE 1971

NO. OF TITLES	NO. TIMES CITED	NO. OF TITLES	NO. TIMES CITED
82	1	0	11
21	2	0	12
11	3	0	13
12	4	1	14
7	5	1	15
0	6	0	16
2	7	0	17
2	8	0	18
2	9	1	19
0	10		

A total of 142 different titles were used as sources for the 331 abstracts appearing in the 17 issues. New sources were cited in each issue, sometimes with virtually no duplication of titles previously included. The number of times each title was used as a source is shown in Table VII-2

The titles most frequently cited were *Industry Week* (19), *Conference Board Record* (15), *Purchasing* (14), *Chemical and Engineering News* (11), *National Underwriter* (9), *Harvard Business Review* (9), *Monthly Labor Review* (8), the California Department of Finance's *California Economic Indicators* (8), *Administrative Management* (7), and the Federal Reserve's *Survey of Current Business* (7). Such standard titles as *Fortune* and *Wall Street Journal* appeared only in the first issue and familiar titles such as *Business Week, Nations Business, Forbes,* and *Barrons* were by-passed in pursuit of less common sources.

Since *Business Briefs* was oriented toward management and attempted to emphasize current business conditions, it is hardly surprising that twenty-nine per cent of the publications cited were from the field of finance, and thirty-one per cent of the abstracted articles were taken from such titles. In fact, eleven per cent of the abstracts were from general financial periodicals, ten per cent from publications of banks and savings and loan institutions, while the various Federal Reserve Branches contributed seven per cent. Only two or three publications of California financial institutions were included in spite of the reputation several of them enjoy in this field.

Publications from various departments of the United States Government, exclusive of the previously mentioned Federal Reserve System and its branches, were also cited. The primary contributors were the U.S. Department of Commerce and the U.S. Department of Labor. These accounted for eleven per cent of the titles and seven per cent of the abstracts included in the seventeen issues. By way of contrast, only three publications emanating from the State of California were included. While most of the abstracts were from periodicals or serial titles, about three per cent could be identified as reports, pamphlets, or other monographic works. Typical were the two bulletins emanating from the Small Business Administration. No regional, county or local government publications were identified.

A check against the list of periodicals indexed in two H. W. Wilson publications showed that twenty-two per cent of the titles cited appeared in the *Business Periodicals Index*, while thirteen per cent were included in the *Applied Science and Technology Index*. However, forty-one per cent of the articles abstracted were from the titles indexed in the *Business Periodicals Index* and eleven per cent were in titles found in the *Applied Science and Technology Index*. In total, fifty-two per cent of the abstracted articles appeared in titles which were indexed in these two tools. No attempt was made to check the list of titles against other indexes.

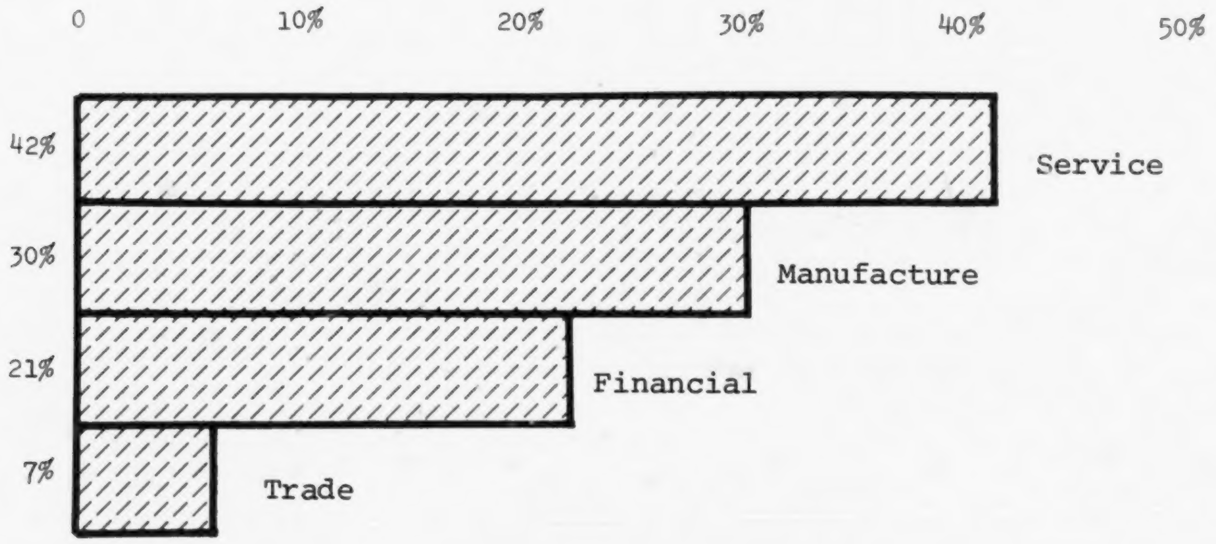
C. THE BUSINESSMAN EVALUATES *BUSINESS BRIEFS*.

Obviously, the adequacy and usefulness of *Business Briefs* depended upon the personal tastes, needs and experiences of each reader. To provide some first-hand information on how useful the publication was and to gain some evidence as to how well *Business Briefs* had performed as a public information instrument, a one-page, multiple choice questionnaire was attached to the December 1970 issue. Two of the questions provided an identification of the type and size of the firm, and one sought to test the affect the publication had had on the library habits of the reader.

Figures VII-1 and VII-2 present a profile of the firms represented by those returning their questionnaires. Nearly half of the businesses were "service" oriented and about one-third were concerned with "manufacturing." Personnel in "financial" firms made up twenty-one per cent of the respondents, while those in "trade" organizations represented only seven per cent of the total.

FIGURE VII-1

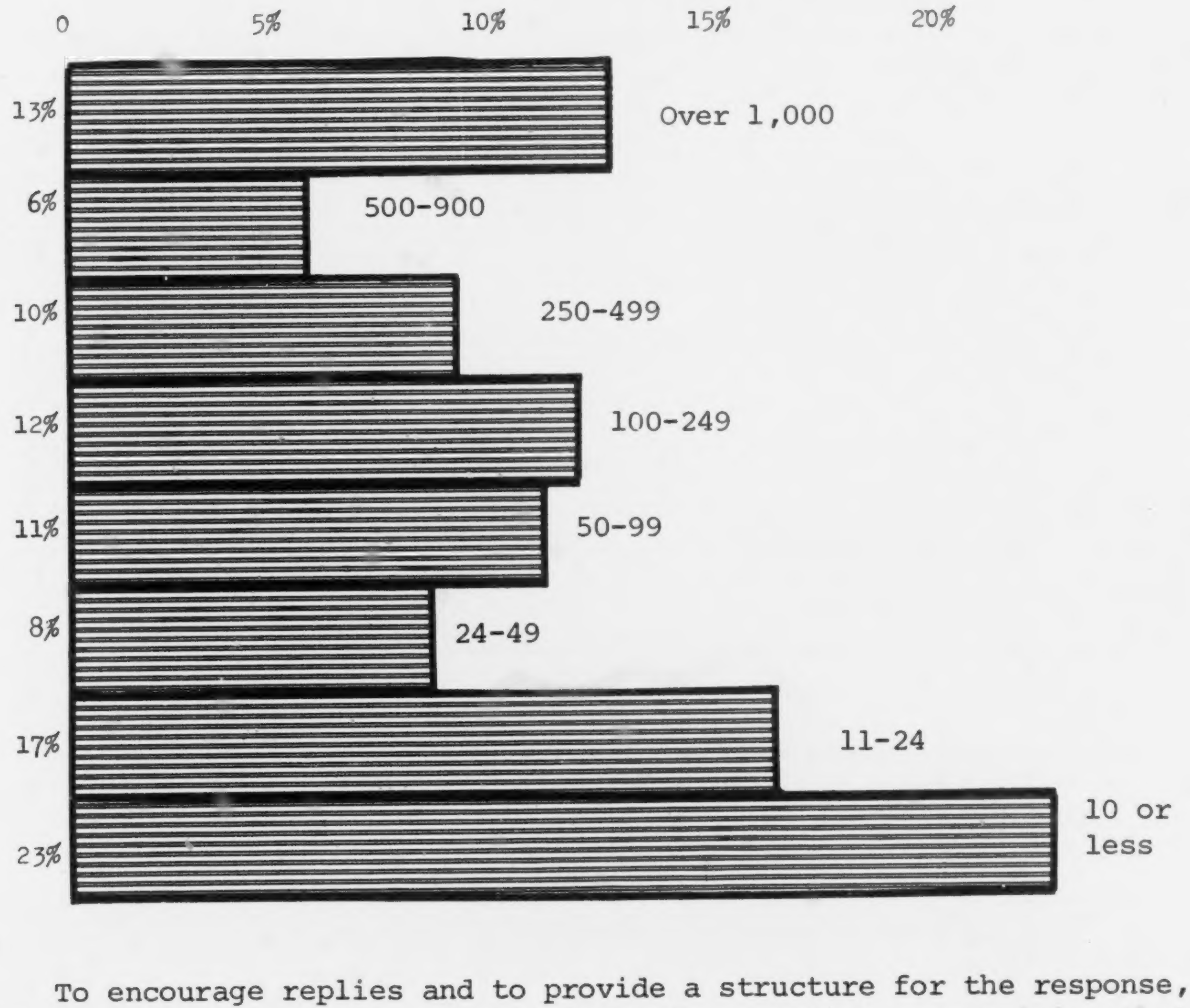
PROFILE OF THE ECONOMIC COMMUNITY REPRESENTED IN RESPONSE TO THE BUSINESS BRIEFS QUESTIONNAIRE



As noted in Figure VII-2, the response was more likely to represent the views of businessmen in firms with relatively few employees. Fully forty per cent of the returns were received from individuals in firms employing fewer than twenty-five employees. Large firms were not left out, however, since nineteen per cent of the returns came from firms employing more than 500 people. Since the profile of the reader list to which the questionnaire was sent cannot be reconstructed, it is impossible to determine how accurately the response mirrors the profile of the total readership, let alone the actual Economic Community.

FIGURE VII-2

NUMBER OF PEOPLE EMPLOYED BY FIRMS RESPONDING TO BUSINESS BRIEFS QUESTIONNAIRE

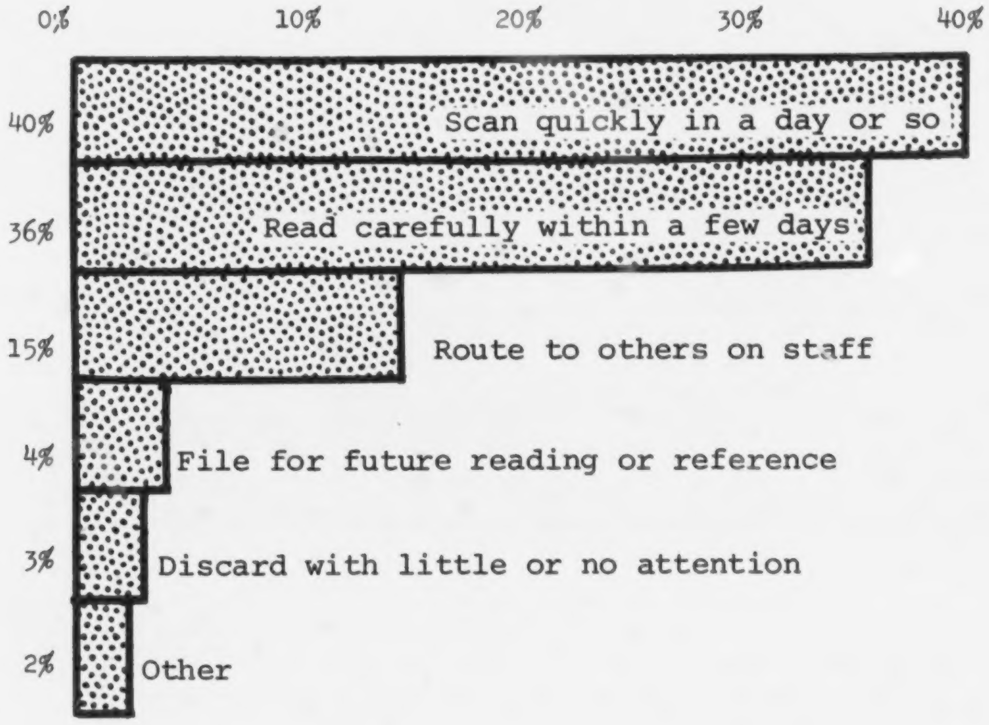


To encourage replies and to provide a structure for the response, each query was phrased as a multiple choice question, recognizing that this imposes its own restrictions both in the answers obtained and the interpretation of data gained therefrom. However, the open-end question form seemed to offer greater objections, requiring more time of the respondent and a significant factor of arbitrary judgment in analysis. Two of the questions did allow the respondent to check the answer "other" and provide his own information in the blank following. This reply was checked only nine times and in most instances either expanded or qualified the multiple choice statements, making for little significant change.

As shown in Figure VII-3, the first question sought to determine how the businessman disposed of *Business Briefs*. It was presumed that businessmen tend to give early attention to those items which they find of most value. Therefore, the first question was phrased, "Upon receipt of *Business Briefs* I usually:" with five stated responses and a line for an open-end answer. The choice of either response, (a) "read it carefully within a few days," or (b) "scan it quickly in a day or so," was interpreted to mean that the businessman considered the publication more worthy of attention than if responses, (c) "file it for future reading, or reference," or (e) "discard it with little or no attention," were checked. The answer (d) "route to others on my staff" was presumed to be a favorable action, likely to occur only if the original recipient considered the material sufficiently valuable to merit the time of other employees.

FIGURE VII -3

DISPOSITION OF BUSINESS BRIEFS UPON RECEIPT



The responses to the first question seemed to affirm the assumption that businessmen considered *Business Briefs* worthwhile reading. Many seemed to give it a fairly high priority on their reading lists. The fact that fifteen per cent also passed their copies on to other members of the firm seemed encouraging.

The second question tried to identify the way in which *Business Briefs* was viewed by the businessman as being useful. The statement, "I find that *Business Briefs:*" was followed by five responses:

(a) alerts me to important information I might otherwise have missed.

(b) increases my awareness of economic conditions.

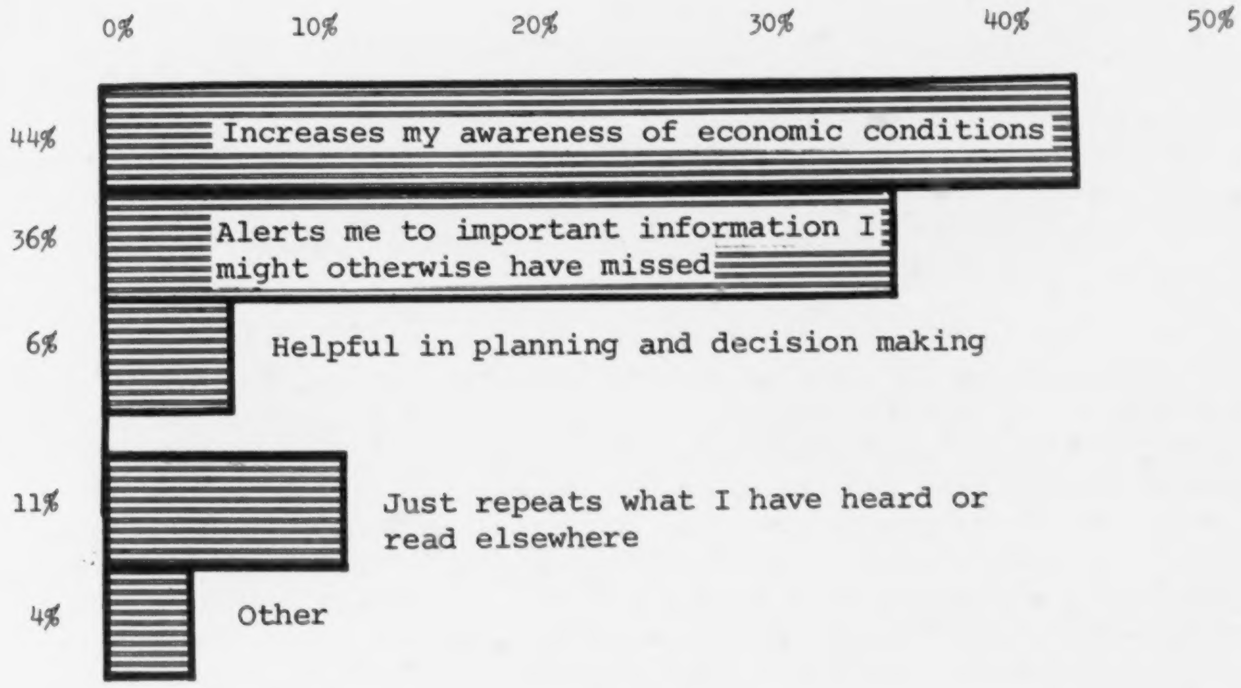
(c) just repeats what I have heard or read elsewhere.

(d) is helpful in planning and decision making.

Obviously responses (a), (b), and (d) were considered as positive reactions, while (c) was assumed to be negative. The results are shown in Figure VII-4.

FIGURE VII-4

WAYS IN WHICH BUSINESSMEN REPORTED BUSINESS BRIEFS WAS USEFUL



The seemingly strong positive tone of response to this question must be tempered by the possibility that many of those who felt negatively, or who had no strong opinions about *Business Briefs* failed to return a questionnaire. However, for those who did avail themselves of this opportunity, only eleven per cent indicated that the information in *Business Briefs* merely *"repeats what I have heard or read elsewhere."* A quick profile of this small group shows that fifty-seven per cent represent firms with less than one hundred employees. Thirty-seven per cent represent Manufacturing, and a similar percentage are involved with Service oriented occupations. Businessmen in the field of Finance make up twenty-one per cent of these while five per cent come from firms concerned with Trade. This profile conforms generally with that for the entire response (Figure VII-1).

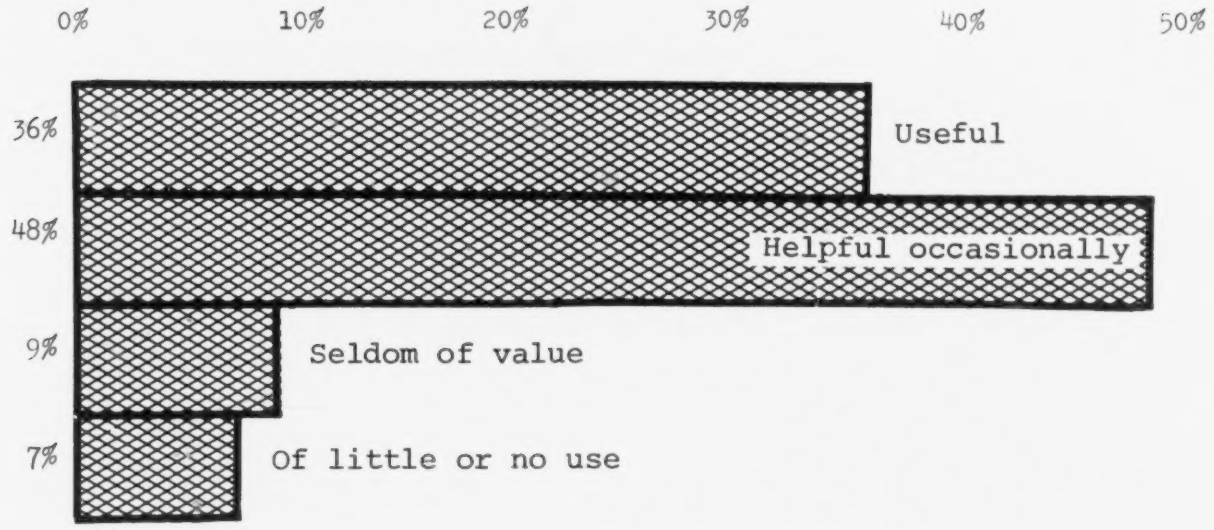
It is interesting to note that while these individuals claim that the information in *Business Briefs* is repetitious, sixty per cent asserted that they scanned it quickly and ten per cent *"read it carefully"!* Ten per cent noted that they routed the publication to other members of their firm. Only ten per cent admitted to *"discard it with little or no attention."* This response perhaps further underscores the information needs of businessmen, since it could be interpreted that even though they consider *Business Briefs* highly repetitious, they continue to at least scan it rather than take the chance of missing some valuable tidbit of information.

The third question required a direct response as to how useful *Business Briefs* really was. The multiple choice answers included (a) *useful*, (b) *helpful occasionally*, (c) *seldom of value*, and (d) *of little or no use*. Figure VII-5 shows the results. Taking the first two statements as a positive response as compared to the third and fourth replies, eighty-four per cent were positive and sixteen per cent negative. It is interesting, if not significant, to note that the group which viewed *Business Briefs* as repetitious accounted for 100% of the response *"of little or no use,"* and fifty per cent of the *"seldom of value"* reaction!

While the response to the third question indicated the degree to which *Business Briefs* was useful to businessmen, a more explicit reply was desired. Therefore, another question was asked which, in essence, utilized the major categories used for subdividing the contents of *Business Briefs* into subject fields. These were listed as the multiple responses to the statement: *"The material I have found most interesting and helpful is that pertaining to:"* The results of this question are illustrated in Figure VII-6. The importance of current business conditions to the businessman is apparent since the material in *Business Briefs* concerning this subject received more than twice the response accorded any of the other answers. Management was ranked

FIGURE VII-5

MEASURING THE USEFULNESS OF BUSINESS BRIEFS



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second with eighteen per cent, followed closely by Finance with fifteen per cent. The general field of Real Estate and Construction was cited by twelve per cent of the respondees, trailed by Labor Relations, Merchandising and Foreign Commerce, the latter receiving an almost negligible one per cent.

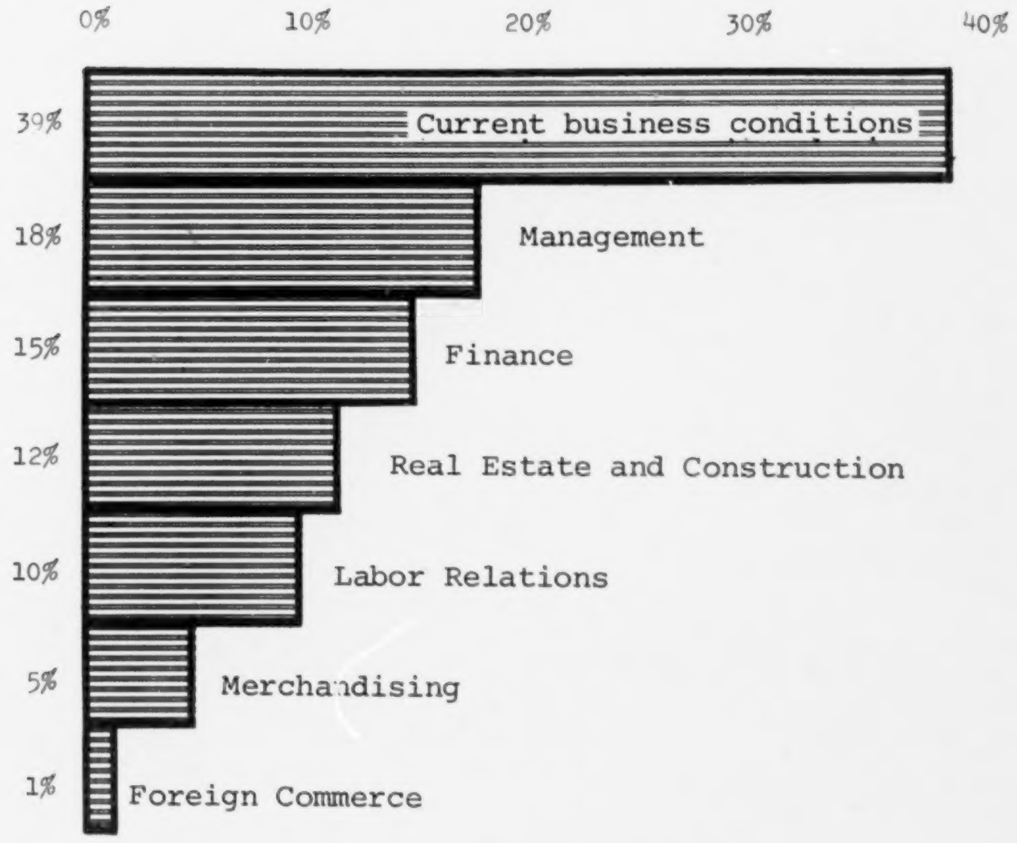
It is interesting to compare this preference of subject matter with the amount of material actually presented in *Business Briefs* on each topic. As shown in Figure VII-7, there is a very positive relationship. This, of course, is not to ignore the possibility that those who found *Business Briefs* of little value have failed to return their questionnaires. In any case, the strong correlation of percentage of content devoted to the various subjects with the materials described as *"most interesting and helpful"* by businessmen is readily apparent in Figure VII-7.

In what might be judged a somewhat crucial test of the sincerity of those who responded to the survey, businessmen were asked to indicate the amount they would be willing to pay for an annual subscription to *Business Briefs*, assuming that a charge became necessary. A range in prices for the twelve issues was suggested: *$10.00, $7.00, $5.00, $3.00, $1.00*, and *$0.00*. The total response is shown in Figure VII-8.

Whether or not the results would have been the same had the question been an actual subscription blank with a request for payment is

FIGURE VII-6

MATERIAL DESCRIBED IN BUSINESS BRIEFS AS
"MOST INTERESTING AND HELPFUL"



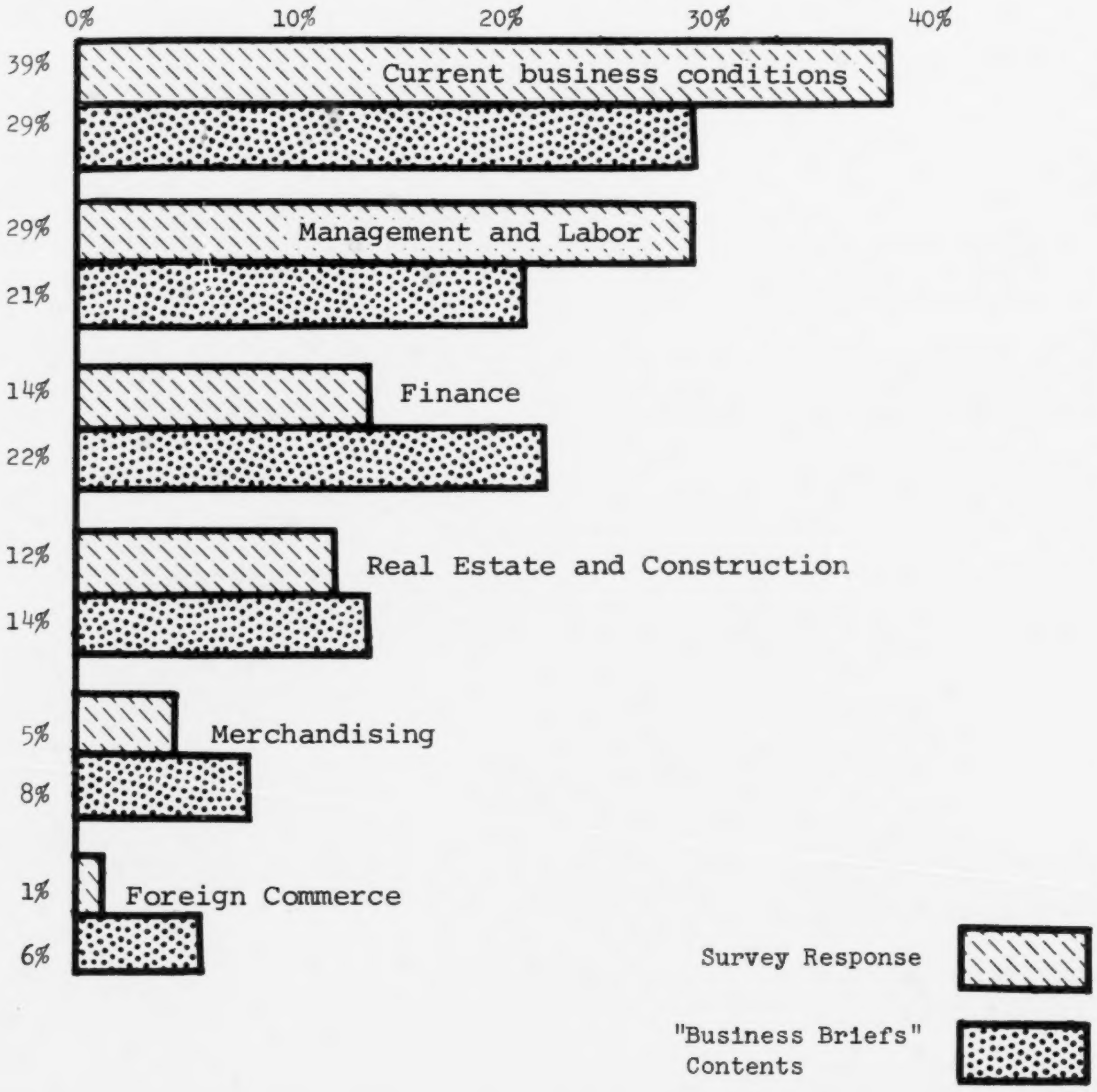
somewhat doubtful. On the other hand, this response must be considered relatively significant in view of the alternatives suggested. In view of the academic nature of the question, some respondents may well have been rather generous. On the other hand, since the individual was under no obligation, it is surprising that so many chose the $0.00 category.

One question was inserted to provide information which might show what effect *Business Briefs* might have had on the library habits of readers. The results are shown in Figure VII-9.

The usefulness of *Business Briefs* as a Public Information tool seems apparent from the replies to this question. Fully fifty per cent of the respondents indicated that the reading of *Business Briefs* had resulted in some positive change in their use of the library. The fact that no one indicated they visited the library for the first time

FIGURE VII-7

COMPARISON OF BUSINESS BRIEFS CONTENT WITH SUBJECT PREFERENCES OF BUSINESSMEN



seems a bit strange, perhaps. However, it must be remembered that the purpose of *Business Briefs* was to carry valuable information - not to serve primarily as a goal to library attendance. In view of the informative nature of the abstracts and the objectives of the publication, more weight, perhaps, should be given the positive tone of the response.

As noted in the description of *Business Briefs* at the beginning

FIGURE VII-8

ANNUAL SUBSCRIPTION RATE TO BUSINESS BRIEFS
APPROVED BY BUSINESSMEN

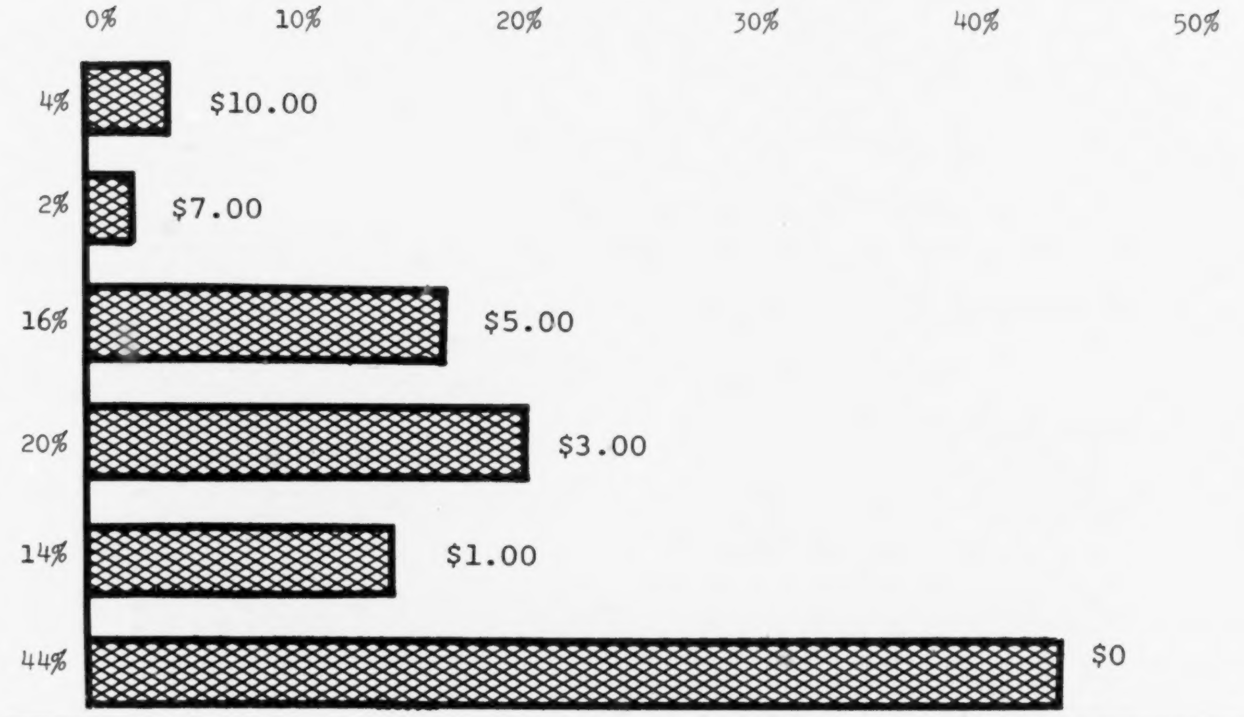
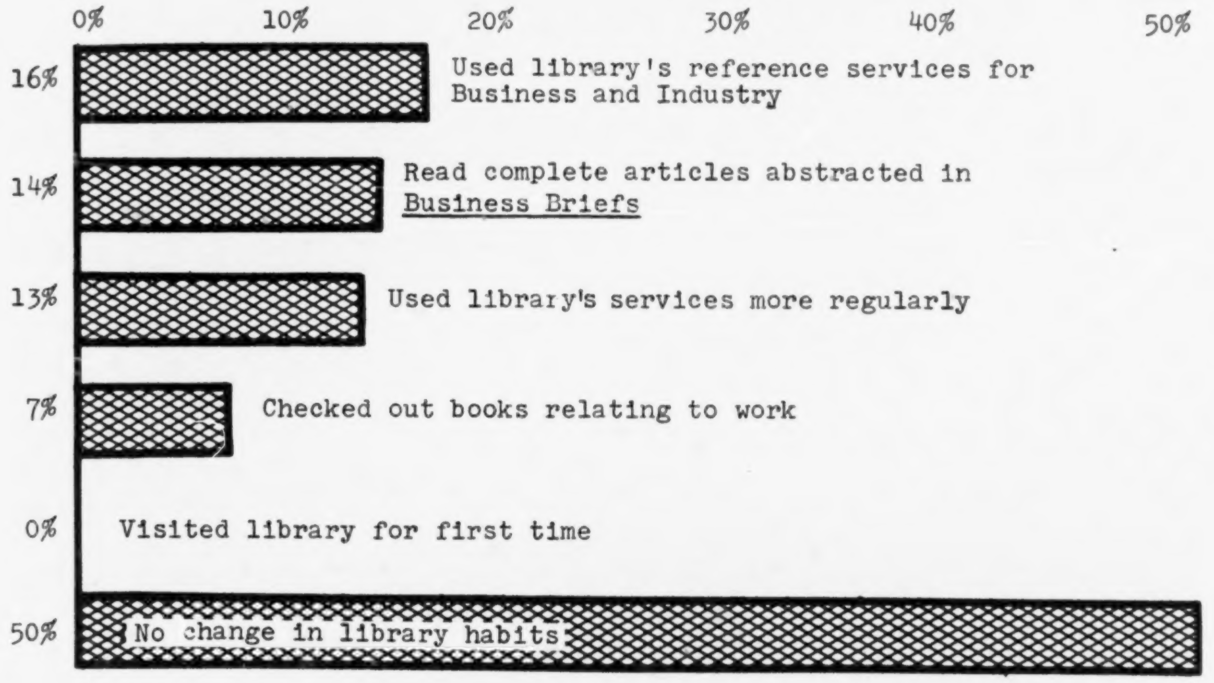


FIGURE VII-9

RELATIONSHIP OF BUSINESS BRIEFS TO LIBRARY USAGE

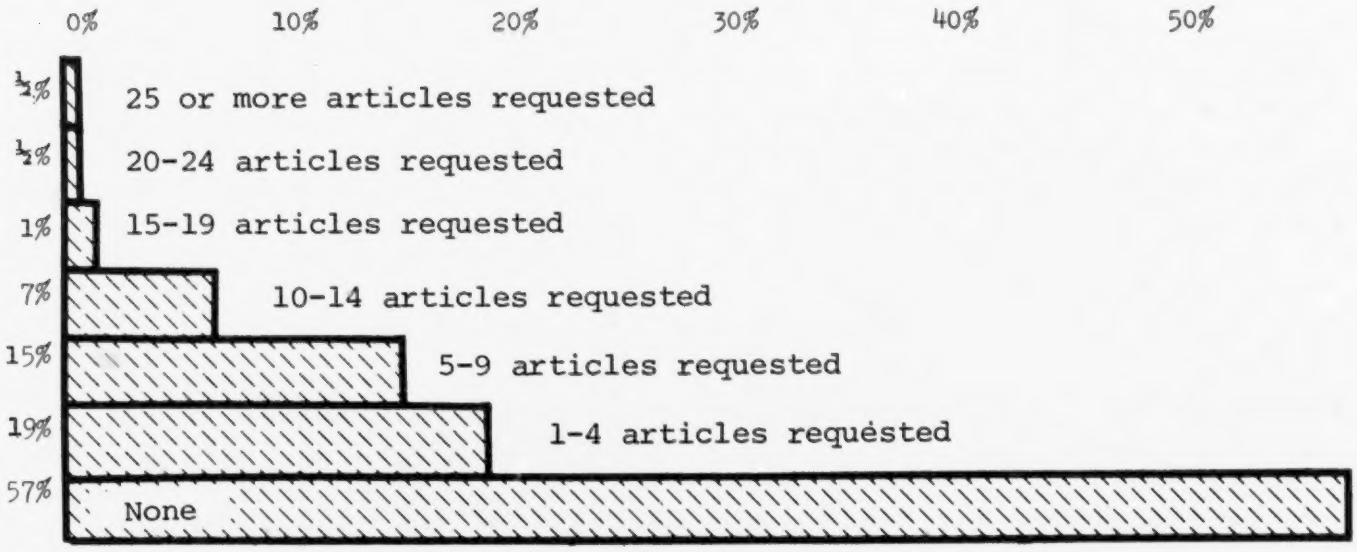


of this chapter, a feature of the publication was the reader response form which was inserted to encourage readers to request copies of the articles abstracted in each issue. While the libraries attempted to keep a record of these requests, it seemed valid to ask businessmen to record the approximate number of requests they had made for the complete text of articles abstracted in *Business Briefs*. A series of responses ranging from *"none"* to *"25 or more"* were offered. The result is shown in Figure VII-10.

This question failed to clearly distinguish between requests for articles made via the response form printed on each issue of *Business Briefs* and those which might have been made in person. (The latter may not have been included by many businessmen.) Nor was any attempt made to determine whether or not the businessman might have asked for the full text from some source other than the public library. However, in view of the premise that the informative abstract would eliminate the need for businessmen to read an entire article, it is interesting to note that forty-three per cent claimed they had requested copies of one or more articles

FIGURE VII-10

NUMBER OF REQUESTS MADE BY BUSINESSMEN FOR THE COMPLETE TEXTS OF ABSTRACTED ARTICLES



D. VARIATION IN RESPONSE BY LOCATION OF FIRMS.

By separating the responses into three groups representing Pasadena, Pomona, and "Others" (the three communities in which a limited number of *Business Briefs* were circulated by their respective libraries), it was possible to determine whether or not response differed from one locale to another. While one might make assumptions as to why such variations occur, the survey itself provides no supporting data. Perhaps some of the differences relate to the historic attitudes and relationships of the business community and the public library in each area. On the other hand, the presence or lack of publicity, or perhaps the differing nature of the business enterprises in each community may be factors. In any case, Figure VII-11 provides a profile of the types of businesses represented by the responses in each of the three areas, while Table VII-3 shows the size of firms in terms of the number of employees.

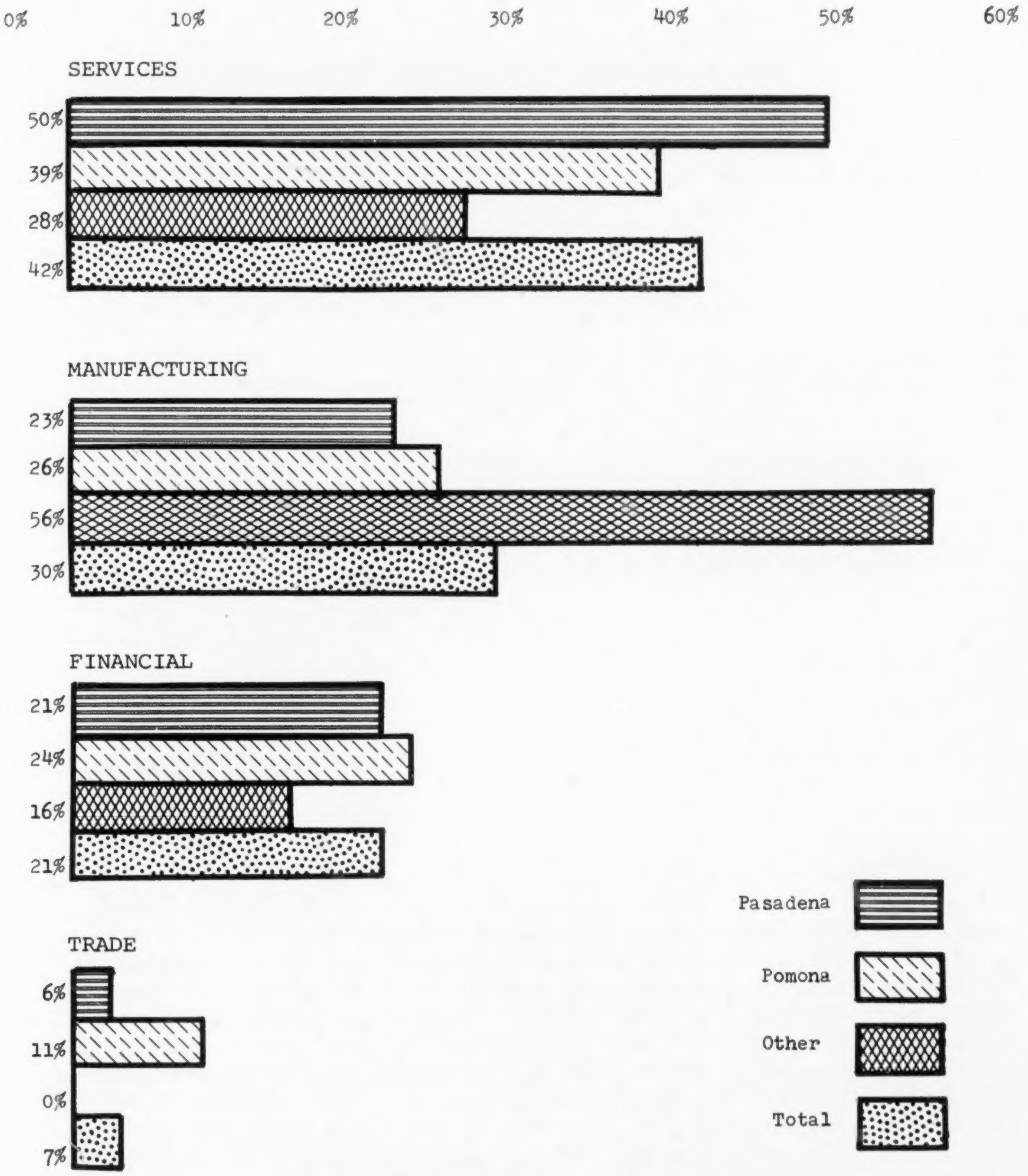
Perhaps the most significant differences in the profile by type of business are the larger number of firms engaged in Services in Pasadena than in either Pomona or Other. Fewer responses, on the other hand were received in Pasadena from Manufacturing firms. Less significant are the differences in response from Financial firms, Pasadena and Pomona being within three percentage points in this instance. Response from firms involved in Trade was considerably less for both Pasadena and Pomona, and strangely non-existent for Other. If should be reiterated that no data is available to determine whether the profile is representative of either the *Business Briefs* mailing list or the actual Economic Community.

Based purely on the data gathered here, it would appear that businessmen involved in Services are most responsive to the involvement of the public library in the Economic Community. Those engaged in Manufacturing fall into second place, followed by representatives of Financial firms, with Trade personnel the least interested. If this is an accurate statement, the reasons for such pronounced differences would be both interesting and helpful to the libraries attempting to serve their businessmen. Is there, for instance, any correlation between the seven per cent response (total) from representatives of Trade firms and the fact that only six per cent of the material in *Business Briefs* was placed under the heading "merchandising" and that this category appeared in only forty-one per cent of the issues? Are those engaged in Services and Manufacturing more concerned with information about "Business Conditions" and "Management and Labor" items which, together, constituted almost half of the contents of *Business Briefs* and appeared regularly in each issue? Many other questions relating both directly and indirectly to *Business Briefs* might be formulated to help clarify this picture.

A study of Table VII-3 provides an idea of how the responding firms varied in size so far as the number of personnel employed is concerned. The greatest difference in response appears to have come from the very small firms employing fewer than ten people. In Pomona thirty-seven per cent of the response was from firms in this category

FIGURE VII-11

PROFILE OF THE TYPES OF FIRMS FROM WHICH RESPONSES WERE RECEIVED FROM EACH COMMUNITY



whereas in Pasadena this number was sixteen per cent, and for Others ten per cent. At the other end of the scale, seventeen per cent of the response in Pasadena came from firms with more than 1,000 employees, and an almost identical sixteen per cent of the answers came from comparably sized firms in Others. However, Pomona registered only seven per cent of its response from these very large firms. While the number of firms in each size category were too few to justify analysis in each community, a breakdown of response by size of firm is included later in this chapter to show how the size of the firm, in terms of personnel employed, seems to affect usage of *Business Briefs*.

TABLE VII-3

NUMBER OF PEOPLE EMPLOYED IN
RESPONDING FIRMS IN EACH LOCALITY

Number of Employees "at this location"	PASADENA	POMONA	OTHER	TOTAL
Over 1,000 employees	17%	7%	16%	13%
500-999	4%	6%	13%	6%
250-499	11%	8%	6%	10%
100-249	16%	11%	7%	12%
50-99	8%	12%	15%	11%
25-49	3%	9%	17%	8%
11-24	25%	10%	17%	17%
Fewer than 10	16%	37%	10%	23%
	100%	100%	100%	100%

An analysis of response by firms located in each of the three areas is presented in Table VII-4. There is greater similarity, it would seem, than divergence. This would lead to the conclusion that location of the firms had less to do with the response of the individual to *Business Briefs* than did other factors such as the type of business. *Business Briefs* had a slightly better response in Pasadena than in Pomona or Others, judging from the replies to Questions 3 and 4. Whereas ninety per cent of the responses in Pasadena indicated that *Business briefs* was "useful" or "helpful occasionally," only eighty per cent of the Pomona, and seventy-five per cent of the Other responses concurred. Similarly, only forty per cent of the Pasadena readers of *Business Briefs* noted that receipt of this publication had "made no change in my library use habits." In Pomona, fifty-three per cent, and in Other

TABLE VII-4

COMPARISON OF BUSINESS BRIEFS QUESTIONNAIRE RESULTS ACCORDING TO LOCATION OF RESPONDENT

QUESTIONS AND RESPONSE	PASADENA	POMONA	OTHER	TOTAL
1. UPON RECEIPT OF BUSINESS BRIEFS I USUALLY				
read it carefully within a few days	41%	33%	36%	36%
scan it quickly in a day or so	44	38	34	40
file it for future reading or reference	2	5	2	4
route it to others on my staff	12	20	13	15
discard it with little or no attention	0	4	7	3
other	1	0	8	2
2. I FIND THAT BUSINESS BRIEFS				
alerts me to important information I might otherwise have missed	45%	29%	28%	36%
increases my awareness of economic conditions	38	51	49	44
just repeats what I have heard or read elsewhere	7	14	14	11
is helpful in planning and decision making	5	4	7	6
other	5	2	2	4
3. I HAVE FOUND BUSINESS BRIEFS USUALLY TO BE:				
useful	37%	34%	36%	36%
helpful occasionally	53	46	39	48
seldom of value	4	12	12	9
of little or no use	6	8	13	7
4. THE MATERIAL I HAVE FOUND MOST INTERESTING AND HELPFUL IS:				
current business conditions	34%	40%	52%	39%
finance	18	11	13	15
labor relations	11	10	9	10
merchandising	6	4	2	5
real estate-construction	10	14	8	12
foreign commerce	1	1	2	1
management	19	20	16	18
5. AS A RESULT OF RECEIVING BUSINESS BRIEFS I HAVE:				
used the library's reference service for business and industry	19%	15%	13%	16%
checked out books relating to my work	4	11	4	7
read the complete articles abstracted in BUSINESS BRIEFS	22	7	8	14
visited library for the first time	0	0	0	0
used the library's services more regularly	15	14	13	13
made no change in my library use habits	40	53	75	50

TABLE VII-4 (cont.)

QUESTIONS AND RESPONSE	PASADENA	POMONA	OTHER	TOTAL
6. APPROXIMATELY HOW MANY BUSINESS BRIEFS ARTICLES (COMPLETE TEXT) HAVE YOU REQUESTED FROM THE LIBRARY?				
25 Or more	0%	0%	3%	1/2%
20-24	1	0	0	1/4
15-19	2	0	3	1
10-14	11	3	3	7
5-9	19	9	16	15
1-4	25	17	13	19
none	42	71	59	57

communities, seventy-five per cent did not feel their use of the library had been affected. This is further confirmed in the answers to Question 6, where fifty-eight per cent of the Pasadena respondents indicated they had requested the library to supply them with one or more copies of complete articles abstracted in *Business Briefs*. Only twenty-nine per cent of the Pomona respondents, and forty-one per cent of those in Other communities had felt a similar need for more information. Of course, here again arises that problem of the philosophy behind the abstracts presented in *Business Briefs*. If, indeed, the abstracts, and therefore *Business Briefs*, was more successful when it satisfied the businessman's need for information without further reading, then the publication had its greatest success in Pomona.

E. VARIATIONS IN RESPONSE BASED ON TYPE OF BUSINESS.

The type of business engaged in by the respondent seemed to influence responses to the *Business Briefs* questionnaire more than any other factor. While the reader will be left to evaluate most of this data, as presented in Table VII-5, one observation seems particularly noteworthy. Where there were strong similarities in the pattern of answers for representatives of Finance, Manufacturing, and Services, a significantly greater range in response was found in the replies provided by businessmen in Trade occupations.

Whereas the responses to the first question are fairly consistent with the averages, some interesting facts can be derived from the answers respondents chose for the second question. These are shown in Figure VII-12. Those engaged in Services were almost three and a half times as apt as their counterparts in Trade to find that *Business Briefs* "alerts me to important information I might otherwise have missed." While more evenly grouped, nonetheless those in Trade occupations were most likely to note that *Business Briefs* "increases my awareness of economic conditions." In spite of this, representatives

TABLE VII-5

COMPARISON OF BUSINESS BRIEFS QUESTIONNAIRE RESULTS ACCORDING TO TYPE OF BUSINESS

QUESTION AND RESPONSE	TYPE OF BUSINESS				
	Finance	Service	Trade	Mfg.	Average
1. UPON RECEIPT OF BUSINESS BRIEFS I USUALLY:					
read it carefully within a few days	31%	38%	38%	41%	36%
scan it quickly in a day or so	37	42	46	37	40
file it for future reading or reference	8	2	7	3	4
route it to others on my staff	19	13	9	16	15
discard it with little or no attention	2	5	0	2	3
2. I FIND THAT BUSINESS BRIEFS:					
alerts me to important information I might have missed	36	45	13	33	36
increases my awareness of economic conditions	44	40	53	48	44
just repeats what I have heard or read elsewhere	13	9	14	13	11
is helpful in planning & decision making	0	1	8	2	4
3. I HAVE FOUND BUSINESS BRIEFS USUALLY TO BE:					
useful	32	35	55	39	36
helpful occasionally	55	49	36	40	48
seldom of value	8	4	9	15	9
of little or no use	5	12	0	6	7
4. THE MATERIAL I HAVE FOUND MOST INTERESTING AND HELPFUL:					
current business conditions	37	40	33	40	39
finance	25	15	15	9	15
labor relations	4	10	11	16	10
merchandising	1	5	10	4	5
real estate - construction	13	13	12	7	12
foreign commerce	0	1	4	1	1
management	20	16	15	23	18
5. AS A RESULT OF RECEIVING BUSINESS BRIEFS I HAVE:					
used the library's reference service for business	7	19	17	19	16
checked out books relating to my work	10	3	0	10	7
read complete articles abstracted in Business Briefs	21	14	8	18	14
used library's services more regularly	12	13	9	12	13
made no change in my library use habits	50	51	66	41	50
6. APPROXIMATELY HOW MANY BUSINESS BRIEFS (COMPLETE TEXT) HAVE YOU REQUESTED FROM THE LIBRARY?					
25 or more	0	1	0	0	1/4
20-24	0	0	0	1	3/4
15-19	0	2	9	0	1
10-14	11	7	0	6	7
5-9	23	13	0	16	15
1-4	14	19	18	24	19
none	52	58	73	55	57
7. NUMBER OF PEOPLE EMPLOYED IN THE FIRM AT THIS LOCATION.					
over 1000	6	14	0	19	13
500-999	0	3	0	9	4
250-499	3	9	9	13	9
100-249	17	13	10	8	12
50-99	18	7	8	11	11
25-49	17	6	9	10	10
11-24	21	18	37	17	19
fewer than 10	18	30	27	13	22

of the "Trade" occupations led the rest in indicating that *Business Briefs* "just repeats what I have heard or read elsewhere." Yet, the same group, by a score three times as great as that for "Manufacturers" asserted that *Business Briefs* "is helpful in planning and decision making." Until more is known of the differences in the information needs of each type of business, it is risky to do more than speculate about the "why" of such variations in response.

In answering Question 4, "The material I have found most interesting is: "current business conditions" earned a fairly even response varying only from thirty-three per cent for those engaged in Trade to forty per cent for both those employed in Services and Manufacturing. The subject "finance" was preferred by twenty-five per cent of those in Financial firms, but was chosen by only nine per cent of those listing themselves as Manufacturers. "Labor relations," on the other hand, interested only four per cent of those working in the financial arena but was checked by sixteen per cent of the Manufacturer's group. Management was given a high priority of interest by manufacturers but was of lesser interest to the other groups. In Table VII-6 the preferences of each group are listed in rank order.

TABLE VII-6

RESPONSE TO THE QUESTION "MATERIAL I HAVE FOUND MOST INTERESTING AND HELPFUL" LISTED IN RANK ORDER BY TYPE OF BUSINESS

RANK NO.	TYPE OF BUSINESS			
	FINANCIAL	SERVICES	TRADE	MANUFACTURER
1	current business conditions	current business conditions	current business conditions	current business conditions
2	finance	management	finance	management
3	management	finance	management	finance
4	real estate-construction	real estate-construction	real estate-construction	real estate construction
5	labor relations	labor relations	labor relations	labor relations
6	merchandising	merchandising	merchandising	merchandising
7	foreign commerce	foreign commerce	foreign commerce	foreign commerce

Although the percentage of interest in each of these subjects varies considerably from one type of business to the next, the pattern of preference is remarkably similar.

The overall usefulness of *Business Briefs* was endorsed in varying degrees regardless of the type of business. The combined scores for the favorable responses is shown in Figure VII-13.

FIGURE VII-12

VARIATION IN RESPONSE ACCORDING TO TYPE OF FIRM

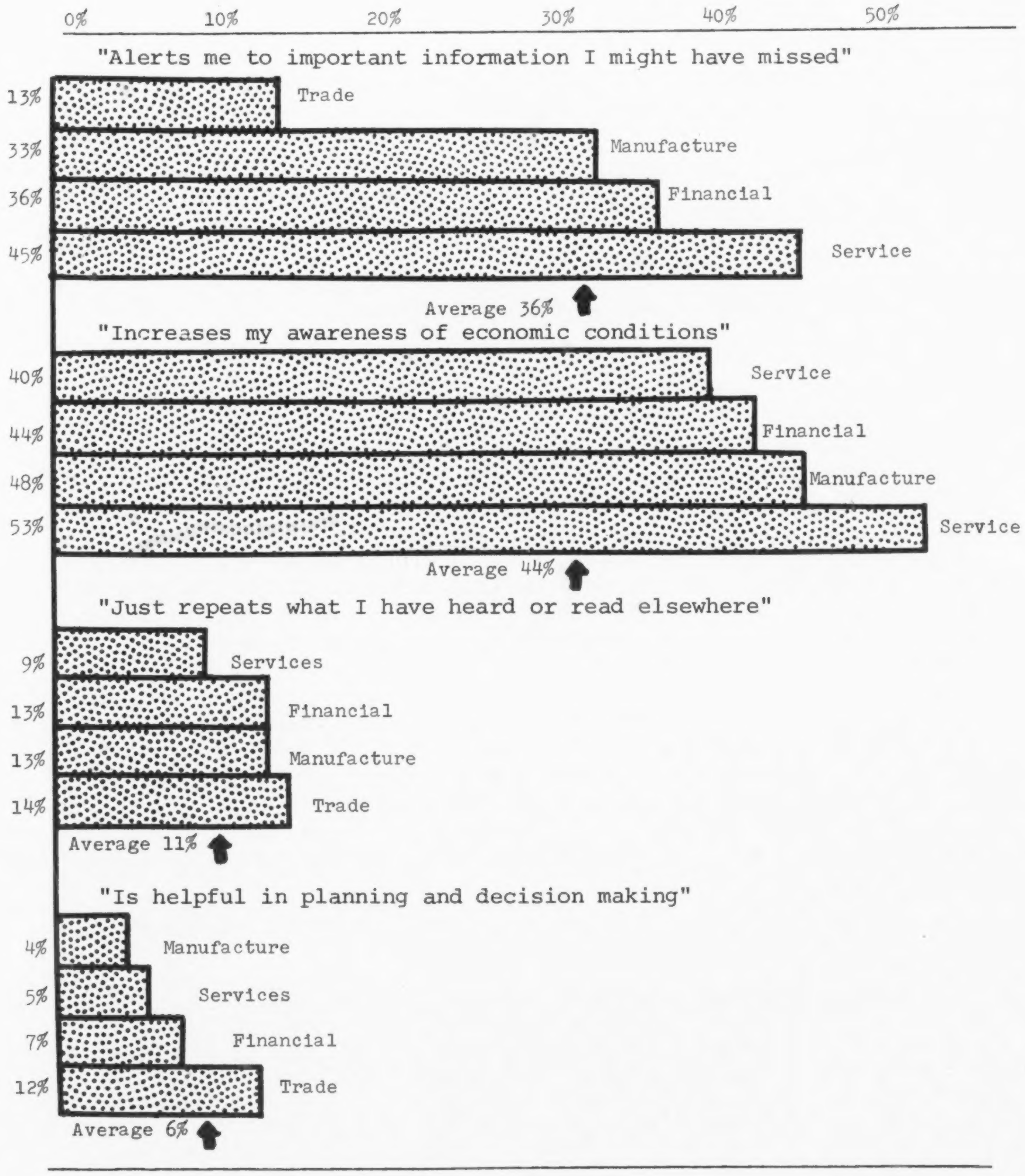
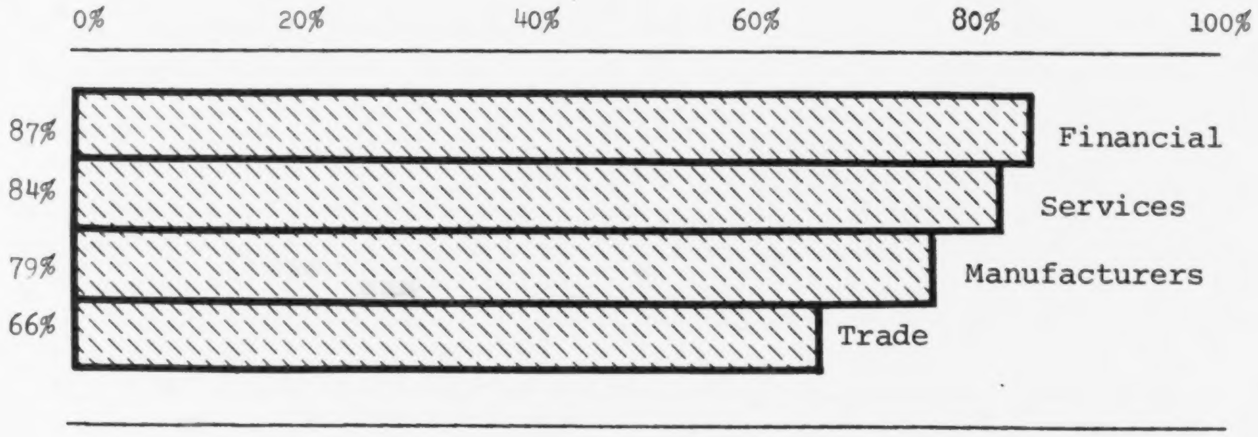


FIGURE VII-13

THE OVERALL USEFULNESS OF BUSINESS BRIEFS TO VARIOUS TYPES OF BUSINESSES



The data from this survey does not provide sufficient evidence to determine why *Business Briefs* was felt to be less valuable to those involved in Trade than those in Finance. Had the response presented in Table VII-6 shown radical differences in the kinds of materials found interesting and helpful, some conclusion based on content might have suggested themselves. However, those in the field of Trade gave the same overall ranking to the various topics as did those labeling themselves Manufacturers. While, as noted in Table VII-5, some differences do exist in the *degree* of endorsement, this alone provides little insight.

Again, the crucial test of "how much would you pay for a subscription to *Business Briefs*" offers further basis for comparison of response from the four types of businesses. This information is noted in Table VII-7 where the replies are given in rank order.

TABLE VII-7

RESPONSES TO THE PROPOSAL FOR A SUBSCRIPTION PRICE FOR BUSINESS BRIEFS LISTED IN RANK ORDER BY TYPE OF BUSINESS AND SHOWING PERCENTAGE

RANK ORDER	FINANCIAL	SERVICES	TRADE	MANUFACTURERS	TOTAL
1	$ 0-43%	$ 0-47%	$ 5-42%	$ 0-42%	$ 0-44%
2	$ 3-23%	$ 1-18%	$ 0-33%	$ 3-32%	$ 3-20%
3	$ 5-17%	$ 5-15%	$ 1-17%	$ 5-10%	$ 5-16%
4	$ 1-11%	$ 3-14%	$ 3- 8%	$ 1- 8%	$ 1-14%
5	$10- 7%	$10- 4%	$ 7- 0%	$ 7- 4%	$ 7- 2%
6	$ 7- 0%	$ 7- 2%	$10- 0%	$10- 4%	$10- 4%

While it may never be necessary to sell subscriptions to *Business Briefs*, it is reassuring to know that more than fifty per cent of those responding to the questionnaire were agreeable to subscribing. It would seem that a price in the range of $3.00 to $5.00 would prove to be acceptable for the year's subscription. Those employed in Services appeared to be more reluctant to pay for *Business Briefs* and willing to pay less than those engaged in other types of business. It is, of course, impossible to judge from this data what the actual reaction of businessmen would be if confronted with an actual subscription form.

F. EVALUATION OF BUSINESS BRIEFS AS EXTRAPOLATED FROM THE GENERAL EVALUATIVE QUESTIONNAIRE

Further evidence as to the impact of *Business Briefs* can be inferred from data extrapolated from the responses made by businessmen returning the general project evaluation questionnaire. For that matter, the very fact that sixty per cent of those completing the questionnaire forms were readers of the publication would appear to have some significance. To arrive at the results in the following table, the questionnaires received were divided into two groups: (1) those who received *Business Briefs* and (2) those who did not. The responses to certain questions were then tallied.

Whether taken separately or as a group, the responses made by businessmen to the questionnaires provide a rather uniform indication that *Business Briefs* has a positive value. There is general agreement that it conveys useful information, not necessarily duplicated in other publications or sources used by most businessmen. There is also a salutary affect on increased usage of the library - though no confirmation that it encourages businessmen to make their first trip to the library. In balance, the evidence seems to substantiate the validity of libraries using a publication such as *Business Briefs* as a means of improving awareness of the public library while providing meaningful data to the businessmen.

On the other hand, a careful study of the responses also brings an awareness of some of the publication's shortcomings. The responses raise questions as to whether change in content would further improve the businessman's concept of the library as a resource center suitable for his everyday needs. Can the admittedly well-designed format be further refined? Should a greater variety of subjects be represented? What methods should be employed to periodically test the continuing relevance of the publication? These and other questions are involved in the remaining pages of this chapter, prefaced by the reactions of several individuals closely associated with the Project.

TABLE VII-8

COMPARISON OF THE RESPONSES TO THE GENERAL EVALUATION QUESTIONNAIRE MADE BY THOSE WHO RECEIVED BUSINESS BRIEFS AND THOSE WHO DID NOT

QUESTION	RECIPIENTS OF BUSINESS BRIEFS	NON-RECIPIENTS OF BUSINESS BRIEFS
AWARENESS:		
Very much or moderately aware of the public library services and facilities	90%	66%
CURRENT LIBRARY USE:		
Used public library seven or more times for business purposes during the year	43%	33%
Did not use public library for business purposes during the year	3%	15%
PROJECTED USE OF LIBRARY:		
Expect to increase use of public library for business purposes during the coming year	65%	42%
Expect use of library will be about the same for the coming year	35%	54%
EFFECT OF THE PROGRAM TO IMPROVE SERVICE TO THE ECONOMIC COMMUNITY HAS HAD ON LIBRARY USAGE:		
Program has increased my previous use of the library	54%	25%
POSSIBLE FUTURE FINANCIAL SUPPORT:		
Endorsed one or more of the suggested methods of giving direct financial support to the library for continuance of the program	76%	53%

G. EVALUATION OF BUSINESS BRIEFS BY PROJECT STAFF.

The evaluation of *Business Briefs* to this point has attempted to present objective evidence gained through analysis of the publication and the various questionnaire responses gathered from businessmen during the course of the program. The comments of those closest to the Project also deserve attention. Mrs. Sophia White, who was responsible for selecting the articles to be abstracted, and who did much of the writing and preparation, states:

> Federal funding also gave us the opportunity to issue a monthly business-oriented publication, Business Briefs, which informs the community of current business conditions and also serves to create the

> image of the library as a knowledgeable information center. It is an effective vehicle in transforming the library from its usual passive role of waiting for patrons to ask for information, to an active role of generating information before it is asked. The 600 requests for photocopies of articles abstracted and the increase in the number of businesses in Pasadena receiving the newsletter from 200 in January 1970 to 548 today attests to the dynamic impact made. System libraries mail an additional 780 copies each month, and patrons of the Pasadena Public Library pick up some 175 copies made available at central and the branches.[1]

In Pomona, Mrs. Lucille Bucher, who supervises the services to business and industry in that library, voiced a slightly less optimistic point of view:

> The publication, Business Briefs, compiled by Pasadena Public Library, is mailed each month to businesses in the Pomona area, and there are relatively few requests for publications reviewed. I do not know how this compares with returns on direct mail advertising by other firms. This publication must be read by some persons, however, as two firms recently requested the U. S. Bureau of Labor Standards Bulletin #326 which concerns the recently enacted U. S. Occupational Safety and Health Act. Pasadena has an advantage over Pomona, as the articles in Business Briefs are written from materials in the Pasadena collection which may not be included in Pomona's collection, hence there is often a delay in procuring material for Pomona businessmen.[2]

Both of the Library Representatives who were originally retained for the Project in Pomona included comments on *Business Briefs* in their final reports. Mrs. Boche stated:

> I really don't have much to way about Business Briefs. Many of the men I talked with received it, read it, and thought it was great, others wanted to be added to the distribution list. I don't recall adverse criticism nor even any constructive suggestions for changes. I did meet a few people who said they would be willing to pay for it.[3]

Mrs. Winegar's comments were more lengthy. She was somewhat critical of both the intent and content of *Business Briefs* while remaining positive in her overall assessment of the publication's value.

> As you probably know, my ideas on Business Briefs have differed . . . from the start. It is true that . . . unknown articles (are presented) to the businessman, but . . . including lengthy abstracts of the articles . . . has cut down the number of articles that can be included and has thus produced a very specialized and selective list. I doubt that such a selective list will be of much value to many men the same month. What I am trying to say is that if the abstracts were cut down 80% . . . ten times as many articles, hence ten times as many subjects (could be included) - increasing the chances that every month every businessman would find something of value in the list.

> Mrs. White wants the abstract to contain all the pertinent information on the subject so that businessmen will not have to come to the library for further information, and a lengthier list would mean that they would have to come in to read the entire article. But I do feel that it would be of more value as an index to current periodicals, rather than a brief abstracting service.
>
> The Business Briefs were a tremendous success in reaching the businessman and impressing upon him the fact that the library does indeed have material that would be of value to him. Many times in Pomona I entered an interviewee's office and he told me that he received it and thought it was just wonderful. In Pomona this item was the first contact the businessman ever had with the library and he was impressed by our materials and outgoing nature. It definitely is a great idea. If mimeographed and mailed out, it definitely would have looked like some slipshod operation. As a public relations tool these ought to be mailed to as many businesses as possible, including those who do not ordinarily come to the library. In other words, don't use as a mailing list names of patrons, but new business license lists can be helpful in keeping the lists up to date and getting immediately to new companies.[4]

H. EVALUATING THE REQUESTS RECEIVED FOR THE COMPLETE TEXT OF ABSTRACTED ARTICLES.

Since the comments by both Mrs. White and Mrs. Bucher mention the requests received from businessmen for the complete text of articles abstracted in *Business Briefs*, it would appear timely to discuss this aspect. While both libraries attempted to keep track of the number of requests received through the mail, it must be recognized that this record is incomplete. This is due to a variety of reasons: (1) businessmen may have had copies of some of the periodicals available in their own offices, (2) libraries other than those participating in the Demonstration Project may have been used as sources, including academic and special libraries, (3) there may have been no indication that the request was prompted by an abstract in an earlier issue, (4) individuals may have located and read the articles in the library without the assistance of a librarian who would recognize the connection with *Business Briefs*. Therefore, the data in Table VII-9 cannot be considered as other than a part of the total response.

Of course, there again arises the question of whether the purpose of the abstracts appearing in *Business Briefs* was to satisfy the businessman's need for information, or merely to prompt him to make greater use of the library.

In her comments on *Business Briefs* Mrs. Bucher raises the interesting question as to how these results compare with the response business firms might expect from a similar direct mail campaign. A comparison is impossible because of the many ways in which a businessman interested in reading the entire text might obtain a copy without the

TABLE VII-9

REQUESTS RECEIVED FOR COMPLETE TEXTS OF ARTICLES ABSTRACTED IN BUSINESS BRIEFS - JANUARY 1970 - JUNE 1971

LIBRARY	ARTICLES REQUESTED	
	Number	Percentage of Total Response
Pasadena Public Library	600	80%
Pomona Public Library	153	20%
Total	753	100%

knowledge or even the use of the public library. However, for purposes of speculation, it can be assumed that an average of 1,600 copies of *Business Briefs* were mailed by the two libraries each month. If each recipient had requested one copy of every abstracted article, the total would have numbered 567,009! The 758 articles actually requested amount to only .0013% - or slightly more than one tenth of one per cent of the total possible requests. Again, whether such response is complimentary to *Business Briefs* - or even relevant - depends upon the validity of the premise on which the publication is written and distributed.

I. CONCLUSIONS.

There seems to be an abundance of evidence to support the conclusion that *Business Briefs* has been a successful venture from the standpoint of both the businessmen who received it and the sponsoring libraries. The publication represents a direct attempt of the libraries to become involved in the world of the businessman and to prove to the members of the Economic Community that public libraries have essential information resources pertinent to their interests. The publication of *Business Briefs* also carried out the Meyer-Rostvold recommendation that "By far the most frequently requested type of public information activity was direct mailings. A full-scale effort to provide regular mailings of various kinds should be a central part of this program."[5]

As noted throughout this chapter, one of the difficulties in analyzing the response to *Business Briefs* is the lack of agreement as to whether or not the purpose of the publication is to satisfy all but the most intense needs of the reader, or to serve as an inducement to make greater use of the library for current periodical literature. While there seems to be justification for the stance that the businessmen's needs are well served by a publication which enables him to derive essential information without the time-consuming task of locating material in the library, on the other hand, there is also a legitimate question as to whether or not such a posture better achieves the overall goal of increasing the use of public libraries by businessmen. Certainly, this question should be resolved and a clear-cut position determined and maintained.

Judging from the analysis of the contents of *Business Briefs*, the pattern of subject matter was established with the first few issues. There was little deviation in later numbers. While "management oriented" nature of the abstracted materials had definite appeal to most of those responding to the questionnaire, there remains some question as to whether the inclusion of articles geared to other interests might broaden the usefulness of the publication. It would seem that *Business Briefs* affords a unique opportunity to experiment with the whole range of current periodical literature calling the reader's attention to many subjects and viewpoints.

The wide variety of periodical titles cited during the eighteen months must be considered a plus factor. By using lesser known titles the information presented has provided a much broader spectrum of both literature and thought. Considerable use has been made of government publications, primarily from the Federal Departments of Labor and Commerce. It would seem that, in addition to these, more state, regional and local government publications should receive attention.

Each abstract was followed by a bibliographic citation which served the dual role of providing authority for the material and information needed for retrieval. In the later issues, some attempt was made to abbreviate the more lengthy citations. Some inconsistencies occurred as a result of substituting initials or other abbreviations for full titles. While these shorter forms might not pose a problem to the librarian who constantly uses these periodicals, staff called upon to fill requests in other libraries less familiar with such titles might experience embarassing difficulty. Because of the need to conserve space in the publication, thought might be given to grouping the citations on the last page with suitable reference marks to the appropriate citations. Smaller type could then be used and the need for appreviations lessened.

I. RECOMMENDATIONS.

The success of *Business Briefs*, coupled with what appears to be an unrealized potential, gives impetus to the desirability of continuing this publication. It has already enabled the library to penetrate, on a regular basis, some of the historic barriers which separate the Economic Community from the library. However, it appears that some modifications in *Business Briefs* are worthy of consideration. Some of these have been suggested by businessmen, some have been recommended by those working within or close to the Project, while still others have occurred as a result of this study.

1. One of the more frequent requests noted in Pomona was the desire for more information relative to the local scene. Those acquainted with data gathering at the local level are well aware that it is fairly easy to obtain facts and statistics oriented to the nation as a whole. Local governmental agencies, on the other hand, have not been oriented to the analysis, interpretation and dissemination of information which they regularly gather in the course of their activities. Nor are they necessarily attuned to the possible importance of such information to the surrounding Economic Community; yet businessmen have an urgent and valid need for such data. The public library has a marvelous opportunity to insert itself at this point by facilitating the gathering, interpretation, and reporting of this body of information. To do so will require considerable effort and initiative. Appropriate staff members must be delegated to develop source contacts, establish the nature of information gathered by the various governmental divisions, and determine its potential for use by members of the Economic Community.

Some of the problems to be faced were uncovered during the course of the Project as the result of an unsuccessful attempt by the Pomona Public Library to publish a supplement to *Business Briefs* containing just such information. This experience is recited in some detail in the hope that it will be helpful to those considering this service.

Spurred by numerous requests from businessmen in the community and encouraged by the City Administrator, library staff and Project staff attempted to lay the groundwork for gathering and publishing such information as a supplement to *Business Briefs*. After preliminary investigation and assurance of cooperation from the City Administrator, a memo was sent to City Department heads indicating the intention of the library and asking for a brief summary of the type of data they gathered regularly. While most department heads seemed agreeable to the project, several could not understand how the activities of their departments could be of interest or value to the businessman! Others were very enthusiastic, however, and provided some imaginative and ambitious suggestions for the use of data generated by their departments.

Armed with this information, consultation with department heads began. It was here that certain unexpected barriers were discovered. There was a wide deviation in the periods for which data was gathered, as well as in reporting methods and procedures. As in the case of public libraries, some departments were more concerned with, and better geared for, collecting data relating to regional, state and national agencies or professional organizations. Reporting at the local level was often a by-product. Concern was also expressed in several of the departments as to whether or not they had the legal right to disclose certain data to the general public. In a number of instances department heads decided that departmental data could not be released for publication until it was submitted in the form of monthly, quarterly, or annual reports to their respective boards, commissions, or the City Council.

Perhaps the most difficult hurdle was the lack of personnel either in the individual departments or in the library to analyze the accumulated data, make necessary interpretations, and prepare it for publication. It was recognized that some expertise in a variety of disciplines was involved and that, to a degree, the library staff might be vulnerable to criticism if, in spite of utmost caution, it misinterpreted data from another department. It was hoped that this could be avoided through the review and prepublication approval of data by each department.

A review of the facts which had emerged during this period of preliminary investigation, and an evaluation of possible solutions to the major problems followed. It appeared that no insurmountable problems had been found. However, in view of the brevity of the Demonstration Project, it did not seem wise to commit the amount of staff time a publication would require which would make optimum use of the quantities of potential data at hand. Reluctantly, this experiment was set aside in favor of other aspects of the Project. This did not lessen the requests received for such information, and a number of businessmen made note of this both in their comments to the Library Representatives and in their replies to the questionnaires.

It is strongly recommended that in any future publication, the need for establishing a viable mechanism for assembling, interpreting, and presenting local data be recognized. Once a pilot publication of this type becomes a reality, the mechanics can be adopted in other communities.

2. A second area of sources which a publication such as *Business Briefs* should exploit concerns the reports, studies, and surveys published by government and quasi-governmental agencies at the regional level. The volume of such materials can only be guessed. However, the potential of such reports, which are usually geared

to advanced planning or the presentation of alternate plans for growth and development of communities, facilities, and services, cannot be doubted.

The primary problem would appear to be in the location of such items. Preliminary study shows that this can be facilitated through the maintenance of contacts with such organizations as Chambers of Commerce, regional planning groups, special agencies, such as those concerned with transportation, health, etc., and research. While some of these organizations and agencies may be surprised that anyone outside of their particular group has any interest in, or use for, the detailed information presented in their studies, nonetheless most will be flattered by the added publicity. They, in turn, by becoming recipients of a publication such as *Business Briefs*, will find their own information sources augmented in a most meaningful way.

3. While due note has been made of the large number of publications cited in the various issues of *Business Briefs*, the fact remains that most of these titles are concerned with a fairly narrow band of information. It would seem that *Business Briefs* might provide a further service by including items on a wider range of subjects. This would place *Business Briefs* in a position to act as a medium for the "cross pollination" of information and knowledge. Additional readers might be attracted by the broader concept of content. Contributions could be solicited from a corps of librarian subject specialists.

4. Another area of content which should be considered concerns the new books, periodicals and other materials, including films, records, etc., which are acquired by the library. While it would seem that *Business Briefs* would lose a good deal of its importance to the businessman if it was solely an "acquisitions" list, nonetheless some mention of the more important new additions to the collection should be considered an additional service, as well as another inducement to make use of the library. Success with the "mini bibs" reported elsewhere in this study strengthens the conclusion that *Business Briefs* should contain this kind of information as a regular feature.

5. Since librarians are in a position to make objective comparisons and evaluations of literature, it would beem that businessmen might appreciate brief but frank reviews of books, periodicals, house organs, etc., which would be appropriate for purchase by business firms. Like everyone else, businessmen are deluged by the flood of advertising and announcements of new periodicals and services. The public library stands in a unique position to eval-

uate these and present their findings. It is expected that such reviews would be of particular interest to those in smaller firms.

6. One of the most persistent problems facing anyone wishing to publish *Business Briefs*, or anything of this nature, is the need to present a variety of information in a succinct manner to encourage readership. While a good defense can be presented for the type of abstract used in *Business Briefs*, equally valid arguments can be heard for citing more articles in each issue. A possible compromise might provide a solution: continue the use of one or two abstracts of the most important or unique items under each topic, followed by abbreviated references to related articles, books, etc. This technique would provide more latitude in coverage and increase the possibility of meeting the needs of the individual reader.

7. The present format is basically sound. The use of colored stock and colored ink greatly enhances the attractiveness of the publication. Use of charts and other illustrative matter breaks up what might otherwise be monotonous columns. The May-June 1971 issue shows a substantial improvement in typography, increasing both its readability and the number of characters per line. In the interest of further expanding the amount of material which can be included, the columns could be widened from seventeen to nineteen picas with little noticeable loss of white space. This would provide room for about eleven per cent more copy in each issue. Similarly, each column could be lengthened three picas for a total gain of eighteen lines or one-third of a column.

Some experimentation might take place in formating future issues to provide more variety and interest. For instance, a chart, illustration, or unusually important abstract can be run across the page, using both columns and the gutter in between. Boxes might be used occasionally to accentuate certain items and tint blocks should be employed where necessary to provide emphasis and greater visual variety.

8. While the final selection of material, writing of copy, and editing must be the responsibility of one person, an effort should be made to gain the cooperation of an active advisory group. These individuals, who perhaps might represent the various libraries distributing *Business Briefs*, and/or might include selected businessmen, could serve in an overall advisory role as well as lend direct assistance by recommending articles for inclusion. Unless properly structured and used, such an advisory group can become a time-consuming handicap. However, the virtues

inherent in participation in a cooperative venture should make this risk worthwhile. If the members of the advisory group are knowledgeable in specialized subject fields related to the Economic Community, they are especially likely to make a very important contribution to increasing the potential of *Business Briefs*. Not the least of the contributions will be an improved sensitivity to the nature of the business world in each of the library communities. Another consequence of such participation will be a new level of interest in the entire program on the part of library staff.

9. A variety of techniques should be used to regularly sample the readership of *Business Briefs* to determine how well it is meeting the needs of those for whom it is written. The first step, of course, is the adoption of a clear-cut statement of goals or objectives against which response can be measured. Spot surveys can be conducted by post cards sent to a random sample of the mailing list or included with the mailing. Occasionally, a telephone poll might also be used. This personal contact between businessman and librarian will prove especially rewarding in view of the success of the visitation program reported on in a subsequent chapter of this study. Once every year or two a more thorough study should be made through the use of a longer survey form sent to the entire mailing list. Data assembled through these studies should be analyzed and used by both the advisory committee and editor of *Business Briefs* to make whatever "adjustments" in content, etc., may be needed to keep the publication fresh and in keeping with the expressed needs of the Economic Community. Every opportunity should be used to solicit the reactions of the readers. Innovations in content, etc., should be carefully controlled and checked on by subsequent studies.

Using the approach established in this study, a running record should be maintained of the frequency with which various topics are covered and the number and type of publications used for abstracting. These records are of no use, of course, unless they are studied and the results used to provide guidance in future issues. Just as "quality control" is a necessary ingredient for enterprises in the Economic Community, so it must be fundamental to a publication such as *Business Briefs*.

10. The question "who should be on the mailing list for *Business Briefs*" has not been answered. If the libraries must expend their own funds for the preparation, printing, and mailing of *Business Briefs*, the mailing list must necessarily be limited. Should money be made available from other sources, the ranks of those receiving *Business Briefs* can be expanded. Certainly, the proven

value of the publication means that it merits a wider readership. It is hard to visualize a businessman who could not profit from the regular reading of *Business Briefs*. Names can be added from a variety of sources: rosters of business and professional organizations, and service clubs for instance, and new businessmen can be located through the monthly lists of new business licenses secured from the city.

From time to time an issue might be sent to a selected list of people involved in a particular field such as purchasing and procurement, personnel and supervision, marketing and sales, personnel development and staff training, public relations, safety, security, finance and accounting, etc. By using a one-page insert containing items of particular interest to such individuals, the overall content need not be altered. Subsequent issues, of course, would have to contain material worthy of the interest arroused by such mailings.

11. Should *Business Briefs* become a subscription publication? This question occurred during the course of the Demonstration Project and questions relating to it were included in the questionnaires. While there is evidence that more of the businessmen responding to the questionnaires would subscribe to *Business Briefs* than would not, there still remains the fundamental question as to whether or not the public library should attempt to "sell" a service of this type - automatically limiting its use to those willing to pay a subscription fee. A rate of something between three and five dollars appeared reasonable to those who ventured a reply. Such an amount would probably cover the cost of publication based on present printing prices for a quantity in the neighborhood of 2,000-3,000 copies per month.

However, it would seem that the participating public libraries would be in a much better position if other means were found to finance the publication. Each library may choose to subsidize the expenses, thereby providing direct support from its own budget. Better yet, financing might come from the Library System spreading the costs and benefits still further. There is also a possibility that one or more large companies or foundations might choose to underwrite the program. This would be practical only if the libraries were guaranteed complete freedom over editorial content, format and distribution.

12. Finally, *Business Briefs* should be a significant part of any proposal to acquire state or federal fund support for an expanded program of services to the Economic Community.

FOOTNOTES

[1] Sophia White, *op. cit.*, p. 3.

[2] Lucille Bucher, *op. cit.*, p. 3.

[3] Boche, *op. cit.*, p. 21.

[4] Winegar, *op. cit.*, p. 16.

[5] Meyer and Rostvold, *op. cit.*, P. 75.

CHAPTER VIII

BREAKING THE AWARENESS BARRIER THROUGH PERSONAL CONTACT: THE VISITATION PROGRAM

Stockpiling materials and maintaining competent staff does not automatically create an active service program to business and industry. As documented by Meyer and Rostvold, and as reported by others in this field, the members of the Economic Community frequently share a lack of awareness of public libraries as potential sources for needed information. Meyer and Rostvold were particularly anxious that a vigorous attempt be made during this Demonstration Project to eliminate the ignorance of the public library's collections and services as a barrier. One of the most intriguing suggestions concerned the importance of continuing the interview program begun by Meyer as an integral part of the Project:

> . . . there are many "fringe benefits" to be gained from user studies, the primary one being an increased awareness on the part of the respondent, of the services and facilities that are already existing and available to him. Another extra benefit is in the field of public relations - the respondent's appreciation for the librarian's desire and willingness to solicit his opinions about the library. Such appreciation can well result in greater community support for the library's programs in the future.
>
> Therefore, it is highly recommended that a continuing effort be carried on in community relations of this sort. The head of the library service for business and industry should try to perform at least one new interview every day, as a regular routine part of his duties. These interviews will not only have the benefits described above, but can also serve the important function of evaluating how well the new programs are being received, and suggesting remedies for new problems as they arise.[1]

It was decided that the Demonstration Project staff of the Pomona Public Library would accept the challenge of visitation as a major part of its program. The personnel requirements peculiar to this kind of activity were considered important criteria in the selection of Project Librarians. Once employed, Mrs. Boche and Mrs. Winegar were instructed to give the visitation program the highest priority in planning and execution.

A. PREPARATION FOR THE VISITATION PROGRAM

The first step, exclusive of becoming acquainted with the community and the library, was to assemble a list of prospective firms to contact for visitation appointments. The Chamber of Commerce provided the Project Librarians with a copy of its directory of merchant and manufacturing members. This list was cut up and pasted onto 3" x 5" cards and the entries filed by name of the company. Each card contained such pertinent information as the name, address, and telephone number of the company, and the name of its president. A code gave some indication of the firm's size in terms of the number of employees on the payroll. To this basic list were added the gleanings from such sources as the geographical indexes to *Poor's Register of Corporations, Directors and Executives*, the *California Manufacturers' Register*, and similar guides. The "yellow pages" of the telephone book yielded additional names of professional organizations, unions, businessmen's associations, hospitals, and other institutions. Every effort was made to determine the name of the individual within the company with whom the initial contact should be made. The list was further augmented by adding the names of the people who had been interviewed or who had identified themselves on questionnaires distributed during the Meyer-Rostvold survey. To keep the list up to date, additions were made from the newspaper clipping file, Chamber of Commerce newsletters, and other sources. Of considerable value in this respect were the monthly lists of new business licenses supplied by the City Clerk's office.

Having assembled a list of prospective firms for interviewing, the next problem was to select those which should be given priority. At first it seemed logical to follow the pattern established by Meyer and Rostvold who had divided the Economic Community into the four types of firms which accounted for the largest proportion of employment in the two cities: (1) Services, (2) Trade, (3) Manufacturing, and (4) Financial, and then ranked them by size within these categories. However, upon further consideration several factors mitigated against adopting this technique. While the type and size of the firm had valid application in terms of constructing a sample for research purposes, such categories had little meaning so far as the interview program was concerned. More important it seemed was the initial selection of those firms which might be most responsive to interviewing and whose personnel might seem to have the greatest need for library information. In consultation with the Director of the library and with Mrs. Bucher, whose personal knowledge of Pomona business concerns was invaluable, a "priority list" was prepared. Mrs. Marjorie Boche, Project Librarian, comments further on the "priority list:"

> May I suggest here that the priority list is important and sensitive. It should be given careful thought by anyone in the future who might be undertaking a similar program. I say this because one must remember that the public library is a tax-supported institution and is therefore subject to scrutiny. It is because of expediency as well as courtesy that the priority list should be considered. We used names of people who had reacted favorably to the Meyer-

> Rostvold survey, civic leaders, and officers in the larger companies in the area, whether they represented public utilities, manufacturers, retail trade, or financial institutions.[2]

The next step was to assemble as much pertinent data as possible about each of the prospective firms to be interviewed. To facilitate this, a "case history" card was designed. (Figure VIII-1.) These 5" x 8" cards provided space for such essential pre-interview data as the name, address, and telephone number of the company, number of employees, principal product(s), name of person with whom interview is desired and his position, name of the parent corporation and branches of the firm. Other blanks to be filled out following the interview provided space for information about any collections the firm maintained, the date of the interview, reaction of the interviewee, and most important, the nature of the information requirements of the firm. The back of the card was reserved for "follow-up" information.

One of the questions which had to be resolved before interviewing could begin was, "Which person in the firm should be approached for an interview?" In the Meyer-Rostvold report, Robert Meyer had recorded his experience:

> Not knowing the internal structure of any firm prior to the interviews, the first attempt was always to try to interview the head of the company. In many cases he would suggest that a particular subordinate person be interviewed instead, someone whose position in the firm required him to be especially concerned with matters of information usage and needs. Whenever the company had a special library, the librarian was always interviewed.
>
> The above techniques proved to be quite successful. In 71 attempts there was only one firm that declined to be interviewed, and in that case an Assistant Manager was speaking in the absence of the head of the firm. When the nature of the study was described to the prospective respondents, their first reaction would often be that they doubted that they would have much of importance to say on the topic. During the course of the actual interviews, however, most respondents would have their appetites whetted by the questions and by the prospect that something might be done to improve their access to the information they require. In the later stages of the interview, when their opinions and evaluations of present and proposed services were asked, they were sufficiently "warmed up" and cognizant of the subject matter under discussion to provide valuable information.[3]

On the other hand, there was recognition of the fact that in many instances it was the employees at lower levels in the corporate structure who might make the most logical customers for information services. The problem was given to the Project Librarians for research. Their conclusion was to reach the person as far up the management ladder as possible. However, the advantages and disadvantages attached

FIGURE VIII-1

CASE HISTORY CARD

Company: ____

Address: ____

______________________________ Phone: _______________

Interviewee: _______________ Title or Position: ______

Type of Firm: ____________________ Product: __________

Size of Firm: _______ Parent _______ Branch(es) ______

yes
Collection: no
yes
Librarian: no

Date of Interview: ________ Interviewer: _____________

Reaction: ____

Requirements: _______________________________________

____

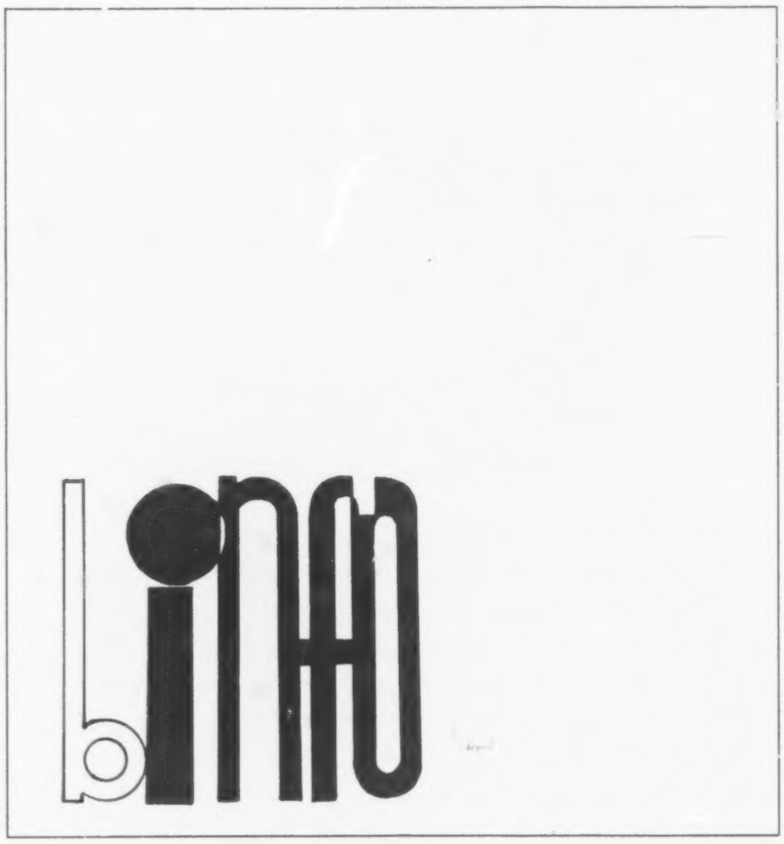
to interviewing individuals at each of three levels of management seem sufficiently illuminating to bear repeating here.

> Interviews with companies may be initiated at any of three levels:
>
> 1. Upper Management: President, manager, director, or vice president.
> 2. Middle Management: Managers of departments, middle level supervisors.
> 3. Non-supervisory: Group leaders, engineers, clerks, secretaries.
>
> ALTERNATIVES
>
> 1. Upper Management Approach
>
> In general, although the president of a company will be more aware of the many facets of the company, the contact between public libraries and business and industry may be well below his level of responsibility. In order to hurry onto other more important matters, he will be inclined to keep the interview very brief, thus lessening our impact on him. It is also true that while he is well aware of the major problems involving his company, he will be very much unaware of what actually happens day by day at lower levels in the departments. The greatest advantage in speaking to or interviewing the president will be to have his approval, encouragement and backing.
>
> 2. Middle Management Approach
>
> Approaching middle management will be less costly to the company and relieve the president of this additional task. The middle manager will know his department well and be more aware of real information needs. Unfortunately though, he is apt to be almost completely ignorant of operations in other departments. The advantage to promoting library service through middle management is that he is at a level high enough to be influential and yet low enough so as not to be overly burdened by this new task.
>
> 3. Lower Level Approach
>
> Although at this level one can find real information needs, it is not a high enough level to be able to promote the program. He is also very ignorant of operations outside of his very small group. As the greatest percentage of employees will be at this level, bibliographies and materials should be aimed at encouraging this person to use the library.
>
> SOLUTION
>
> The solution to the question of who should be interviewed and be the library contact is to approach both upper and middle management. Our guiding principle should always be: Start at the top. Attempt to speak to the president and ask to present the program to him, but at the slightest hesitation on his part, ask if perhaps there is someone else in the company that he might refer you to. (This is most important in dealing with large companies.)[4]

Other general preparations were also necessary before proceeding with the interviews. For instance, it seemed that the Project should have a title of some sort. After considering many possibilities, the Term "B & I Info" was decided upon and a logotype (see Figure VIII-2), designed by the Pomona Public Library's staff artist. The Project Librarians were given the title "Library Service Representative" and attractive business cards were printed for each.

FIGURE VIII-2

LIBRARY REPRESENTATIVE BUSINESS CARD



POMONA PUBLIC LIBRARY
625 SOUTH GAREY AVENUE
POMONA, CALIFORNIA

For Reference Service

Telephone (714) 622-9417

or

(714) 623-5211, ext. 25

Mrs. Marjorie Boche, Library Service Representative
Telephone (714) 623-5211, ext. 56

BUSINESS & INDUSTRY INFORMATION

The use of colored ink on colored stock enhanced the appearance of the card. For the duration of the Project a special telephone was added and reserved for calls from business and industry. This number was the first to be listed on the card. The second number was the regular library number with the extension for the reference desk which normally handled incoming calls from business and industry. In addition, the Project Librarians were provided with a separate extension number for business calls.

Next, a large street map of the city was secured from the City Planning Department. Used at first to help plan the routings to various firms, as the interviews progressed colored map tacks were inserted showing the location of firms visited. This provided some valuable assistance in the later stages of the program when geography became one of the factors considered in determining the firms to be interviewed.

Finally, the Project Librarians indicated a need for materials which might be given to the interviewees and left both as usable pieces of information and as reminders of the visit. While copies of the Meyer-Rostvold study were available, this report seemed too comprehensive for such use. It was decided instead that the summary version which had been prepared by Holt and Rostvold, and printed in a colorful format, would be more appropriate. Published with the title, *Information for Business Decision Making*, this eight-page brochure contained an important keynote introduction by Rostvold, and was pertinent to the Economic Communities in both Pasadena and Pomona.[5]

A general brochure describing the "B & I Info" program was also prepared for distribution by Mrs. Dianne Hardisty, Public Information Librarian for the Pomona Public Library. In addition, the Project Librarians, with the help of other staff members and the duplications department of the library, began work on a series of brief subject bibliographies informally known as "mini-bibs" described in another chapter of this report. While these items made up the basic "portfolio," other timely items concerning the Pomona Public Library and the Metropolitan Cooperative Library System were used from time to time.

Early in the planning for the "B & I Info" project, one particular problem had been recognized. Like any organization employing salesmen, it was essential that the library's representatives be fully familiar with the library they were "selling." Admittedly, a short time acquaintance with a library, its philosophy, resources, staff, rules, and procedures cannot substitute for the in-depth knowledge and feeling long-term, full-time employees may have developed. On the other hand, those chosen as Project Librarians were sufficiently experienced to grasp the essentials in a reasonable length of time. Both were assigned hours and special duties at the reference desk. While such scheduling was a handicap in making appointments for interviewing and carrying out other Project activities, actual experience was deemed mandatory as a device for becoming informed about the library. The importance of the people representing the library being an integral part of the staff cannot be overlooked.

The Project Librarians further prepared themselves by becoming as informed as possible about each of the firms to be interviewed. Here, the clipping file proved of special worth. As one of the Project Librarians noted, it

> . . . gave us information on brand new businesses, who was who in the companies, names of contacts, names of organizations to visit, what type of work was done, how business was, and many civic matters of great concern to the businessman, such as the proposed redevelopment, industrial parks, zoning, and taxes. I think this information is very valuable, for while one is speaking to the businessman one has a very exact idea of the local business community and its problems. The clipping file not only included information on local businesses, but also on all city hall matters, and all publicity relating to the library - so that one knows what the public has recently read regarding the library.[6]

The value of this file was proven repeatedly. It would seem to be a useful tool in any library. The Pasadena Public Library, for instance, has maintained such a file and found it indispensible. By briefing herself from this source, the Project Librarian appeared to company personnel as a library representative well-versed in local affairs, knowledgeable about the firm and its products, as well as an authority on library services. The fact that the interviewees frequently expressed both surprise and praise for such an awareness reinforces the desirability of an up-to-date clipping file maintained for this purpose.

Coordination with other elements of the library's program also proved both necessary and fortunate. The Project Librarians were acquainted with MCLS interlibrary loan and reference procedures, the availability of service through the operation of the Southern California Answering Network (SCAN) maintained at the Los Angeles Public Library, and the California State Library Service to Industry program. They were also introduced to the library's film and record collections and audio visual services.

The desire to provide businessmen with library cards and to supply "company cards" led to conferences with the circulation section and to modification of existing regulations. The application cards were color coded so that they could be easily identified. When a borrower's card was issued to a firm, it was agreed that it should bear the name of an officially designated person who would be responsible for the card and for such library materials as might be lost or turn up in the over-due files. Once such responsibility had been fixed, it was further agreed that the card could be used by anyone in the company. Since a fair percentage of workers in Pomona lived in areas subject to non-resident fees, the "company card" enabled many to avail themselves of free library privileges. To reduce the "non-business" use of such cards, they were considered valid only for adult materials.

Before launching their interviews, the Project Librarians attempted to arm themselves with information which would assure the interviewee of their genuine interest, indicate their understanding of his probable needs, and illustrate the library's potential usefulness. Mrs. Boche points out that "when we reached the point of making our appointments, we tried to research-out the company. That is, we found out something about the company and the person whom we were to visit . . ."[7] Mrs. Winegar comments further that ". . . I would do a short literature search and find some articles or book to offer the visitee. This worked very well whether I took a current article on his work or even a couple of 'standards' in business."[8] An incident recorded by Mrs. Boche dramatizes the importance of this pre-visitation "homework." In this particular instance the person to be interviewed was a very busy bank president. His complex schedule had made it difficult to establish a time for the Project Librarian's visit. Once the date and time had been established, the Project Librarian was particularly anxious that the visit would be considered worthwhile by the interviewee. But let Mrs. Boche tell the story:

> I had learned that his bank was planning to build a new branch in a neighboring community, so I went into some architectural magazines and found an article on small bank buildings. Then in another source I found an article on security systems for banks. Armed with these evidences of the library's ability and sincere desire to be of help I went off to my interview. I was cordially received, told my story, and, as I was preparing to leave, he said, "Oh, Mrs. Boche, could you get me the names and addresses of all the members of the House and Senate Committees on Banking and Currency?" I hand delivered them the next morning.[9]

When specific items were not available, the Project Librarians frequently selected several books from the shelves. The use of this device was described by Mrs. Winegar:

> To the president of X Company in Pomona I took a book on corporate budgeting and management and another on Machievelli - he took the Machievelli book! I was surprised, but he was impressed with my

thoughtfulness and interest, and he had something new to read. This is a good technique if one has the time to find the material.[10]

Before beginning the visitation process, the Project Librarians, as a final step worked out certain guidelines. Although relatively simple and almost self-evident truths, perhaps they bear repeating here.

Principles in Approaching Businesses:

1. Time is money.
   Do not unnecessarily waste time speaking to one individual when you can get to someone who will do you the most good.

2. Always start at the top.
   One can always start at the top and be shuttled downward, but it is nearly impossible to start at the bottom and work up to seeing the president. It might also be an insult to the president to interview an employee about a program of which the president has no knowledge.

3. Do not in the slightest way attempt to pressure the president into an interview, but rather volunteer to accept an appropriate alternate.

4. Known contacts should not be interviewed as prospective library contacts unless his name is suggested by the president.

5. The person delegated by the president as the library contact must remain as the first contacted in that company.

6. Our goal is to promote library service to the entire company. Serving the individual interviewee is but a step in convincing him of our worth so that he will feel justified in promoting out services.

7. Do not overstay visits with contacts. Keep in mind that he is a permanent contact and that you will be speaking to him again and have other chances to tell about the rest of the library.[11]

B. THE VISITATION PROCESS.

Thus prepared, the Project Librarians - renamed "Library Representatives" for this phase of the Demonstration Program - were ready to commence the interviewing process. The first step, of course, was to arrange for an appointment with the desired interviewees. This was not always easy.

> Getting through the batteries of protective secretaries and outer office functionaries to speak directly to the official one is trying to reach is not always easy. I was able to get through a few times by making a friend of the secretary. Once, I got a reprint of an obscure article her husband needed for a term paper. After that, it was easy. . . . If one is fortunate enough to reach a really bright secretary, she can sometimes put one in touch with the person in the company who will be really receptive to the "out-reach" program. The manner in which the phone calls are handled vary with the circumstances - each one is apt to be different. One thing we discovered very early was loud and clear to say something about the business and industry information program, then, soto voice, "at the public library." If one mentions the library first, the secretary is apt to reply, "Oh, maybe I can help you, does he have an over-due book?" Then one comes back with something like: "We have a new program here at the library to provide informational services to the local businessmen, and I'd like to make an appointment to see him to explain more about it." at this point she may let you speak with him. I think that getting appointments is the most difficult part of the entire procedure.[12]

To this Mrs. Winegar adds:

> I have not forgotten the difficulty of first trying to get to talk with the man you are calling. In some places if was a snap to get to Mr. X, but many times we left messages for Mr. X to call us (maybe half called back) but ended up calling him several times. So, many times we called Mr. Y, who was not in, and talked to his secretary. She would ask if there was a message; I would ask her to please ask Mr. Y to call me. Well, first of all that secretary can't figure out why a woman is calling, and is desperately trying to figure out who she is. I would give her the message, and she would ask my name, then ask what firm I was with. Now if I said I was with the Business and Industry Information project of the Pomona Public Library - she couldn't get all that straight. If I said I was with the Pomona Public Library (which always ended up as the public library - as they apparently see all public libraries as one) she would immediately ask if there wasn't something she could do for me - was it an overdue book? Mentioning the library moved us down 10 notches in her scale of priorities. If I just said I was with Business and Industry Information she usually said nothing. Anyway, sometimes it was most difficult to get past the secretary to get to her boss. Whenever we really tried to explain to her why we were calling, she would get all confused and it could come out sounding like we wanted money, or something else entirely.[13]

Once past the protective desk of the secretary, it was found that the direct approach worked best. Mrs. Winegar described the typical telephone conversation with the intended interviewee:

> Upon calling, we introduced ourselves. The conversation ran something like this: "Hello, Mr. X, this is Mrs. Winegar. I'm with the Business and Industry Information project at the Pomona Public Library. We have a new federal grant and are trying to visit as many businessmen as possible to find out what type of information

> they need to run their business, and at the same time, explaining the many books and services - like personnel, accounting, advertising, etc. - that we already have for the businessman. I was wondering if I could come out and see you sometime (this week, next week, Thursday, etc.)?"
>
> This conversation worked very well and we always got appointments - well almost always. I think that the request to see him at some specified time - I would suggest a specific time period or day - worked well and rather nailed him down to a definite yes or no. Usually, they were very interested. With all I suggested that we set some specific time, but sometimes they would say "come any time Tuesday morning" - my experience was that these types were very difficult to find when you got there Tuesday morning, or they had forgotten and left for somewhere.[14]

Having secured the appointment with the interviewee and armed with library brochures, application cards, pertinent books and other literature, the Library Representatives moved out for the interview itself. Again, let one of the Project Librarians relate how the interview was carried out, the usual questions and responses, etc., occurring in the typical interview.

> I always arrived very promptly for the appointment, and went with the following materials:
>
> Library card application blanks
> Full set of brochures - at least five of each
> Meyer-Rostvold brief summary ("Information for Business Decision Making.")
> Other lists in typed form: company libraries, retailing, etc.
> Services brochure
> Calling cards
> 3x5 card with name, address of person and company
>
> Present your card to the most prominent secretary around, and say that you have an appointment with Mr. X at X:00. They will look astonished and curious.
>
> . . . . They will probably start some chit chat, and after a few moments of that: "As you know, I am with the Pomona Public Library. We have a new grant to promote library service to the business community. May I ask if you know very much about the public library? (Here they usually respond by saying that they spent a lot of time there during high school or college, that their wives and children use it quite often, that they know it is a very good library, but they themselves don't get much time to go very often - possibly have not been there in 10 years.) Then I would say something about the new building and work into the business collection. Placing the full set of brochures on his desk I would explain that these are our brochures and show our collections on various subjects - explaining some of the brochures as I go. (At this point they usually say something like: I suppose that I knew you would have some books, but I certainly didn't realize that you had so many books on these sub-

> jects.) Then I could mention that we have all kinds of books on xyz subjects in business. Then I would ask if they know anything about telephone reference, (General answer: No!) and explain that they can call and ask a specific question and have it answered over the phone, or that we do literature searches on topics and get all the material together for them. (They do not know of these services, and will often ask about cost at this time.) Then I would ask if they know anything about library systems. (I should mention that it is at about this point that their eyes begin to light up, and look sincerely interested and impressed.) At the mention of library systems they will say no, or that they know a little about Dewey Decimal! I explain that we are a member of MCLS (Metropolitan Cooperative Library System), that there are twenty member libraries (Later in the project we had MCLS brochures to use at this point), that they freely loan each others materials, that there is a daily book delivery to Pomona, that we are connected by teletype, etc. Then I would explain that if we didn't have the material, we would go to these libraries, then to the State Library in Sacramento, to the Library of Congress, etc. When speaking of the other libraries it is easy to tell them about who is eligible for a library card at Pomona, about how MCLS accepts other's cards, and reciprocal agreements with the county library.
>
> It is important to emphasize that all this is free, coming from the taxes they already pay, and they might as well take full advantage as they have already paid for it. Most people are very pleased to learn that their taxes are going for such a worthy service. They are very interested in our services, surprised that we are so outgoing, and appreciate our interest in the business community.
>
> This about concludes my usual speech. They usually ask if there is anything they can do for us and I suggest that they let the other employees know about our services either by posting the material, passing it on, announcing it at a meeting, or putting it in the company newsletter. They usually agree and may ask for more copies of the brochures.
>
> Occasionally, they will ask if we have any material on a specific problem, and I will return to the library to work on that question. They may ask that we tell some other employees about these services, and sometimes they asked us to speak at board or staff meetings. This interview will usually run 1/2 to 1 hour.[15]

The records of the Project Librarians are replete with literally hundreds of descriptions of actual interviews. Because these succinct commentaries illustrate better than anything else the problems, frustrations, and rewards of visitations they are quoted extensively in this chapter. More than this, they indicate the kind of "doors" which can be opened by this technique. In reading these it should be recalled that many of those visited had lived in the community for some length of time and had thereby been exposed to all of the newspaper items and other public information devices public libraries normally rely upon to create an awareness of library services. The following examples have been extracted verbatim from the monthly reports of the Project Librarians. They were originally written as a matter of record - and not for publication - hence the informal and candid style.

Manufacturing - Mr. F. A. & Mr. A. C.

Previously had contact with Mr. C who was, before the budget cut, to set up a small library. The library was cancelled, but I have checked their selection lists and notified them that over 50% are available at our library, at a possible savings to them of $180.00. Very enthusiastic. May use conference room. Want industrial film, applied for card.

Manufacturing - Mr. H. S.

Very successful. Was most pleased by our response to their air pollution problem. Suggested I also see Mr. C who was in charge of their small library. Mr. C was much less enthusiastic.

Retail Sales Organization - Mr. E. K.

Very pleasant interview with Mr. E. K. Asked if I would prepare a bibliography on retail sales training and speak at a Board of Directors meeting. This presentation was a smashing success! About twenty people attended and thirteen of the attendees requested library cards. My speech lasted ten minutes and several questions followed. A full set of our materials was left at each place and most all were taken home.

Communications Industry

Very successful interview with Mr. G. J. Had meeting at coffee break attended by ten supervisors - personnel, marketing, etc. Very receptive. Tour of facility. Wants industrial films. Applied for card.

Manufacturing - Metallurgy

Very nice, lengthy interview with Mr. E. W. Surprised at our collection. Wants industrial safety films. Asked me to also see Mr. D. T. who is setting up their library. In addition Mr. T. has been to the library to see our set-up, collection and selection tools. Now has a card.

Manufacturing

Called on Mr. E. H., owner of H. Manufacturing Company. This is another small backyard location with 5 or 6 employees. He was delighted to learn of the availability of specifications and standards and FREE yet! He wanted a company library card, Business Briefs, Periodicals list, Marketing, Publicity, Personnel Management, and Shop bibliographies. He was being visited by a Mr. B. who is a Marketing Specialist. Mr. B. wanted Business Briefs, too, and told me that the Marketing bibliography is excellent. He is a Pomona resident, but his offices are in Newport Beach. He, too, was excited about specs and standards. Both men agreed that their taxes were being well spent for a change!

Merchants Association

This is the equivalent of the Pomona Central Business District at the

Pomona Valley Center Mall on East Holt. Mr. M. was most enthusiastic and immediately asked if I could prepare copy for a promotional type letter explaining the program. He will hand deliver these with copies of our Public Relations, Accounting and Personnel Management bibliographies to each of the thirty store on the Mall.

Manufacturing

Mr. J. very enthusiastic about project. Thinks it is an excellent program. He can use some engineering help and possibly will call about specs and standards. Unfortunately, the firm is moving to Irvine Industrial Park in the late fall.

Manufacturing

Mr. L. said this is one of four mills in the United States which turn old newspaper print into new newspaper print, thereby saving 15 million trees a year. Very secret process - no tours available. Plant will be remodeled to allow for more processing to be done. May need help at that time.

Manufacturing

Mr. O. is personnel director. I was assured by Mr. S.'s secretary that he would not have time to see someone from the library. The defensive, protective secretary again. Mr. O. was quite excited about the program and said that several times engineers had asked about the company paying for local library cards, but at that time it would have cost $5 each. He requested several library card application forms. Was allowed to wander around the facility without having identified myself or signing in, receiving a visitor's badge and without escort!

Manufacturing

Visited B. Co. this morning and spoke with Mr. J. B., their chief chemist. He was favorably impressed with our journal collection and was surprised to see Analytical Chemistry listed. I then told him we have the Kirk-Othmer Encyclopedia of Chemical Technology and Snell-Hilton's Encyclopedia of Industrial Chemical Analysis. He wanted a library card and will distribute our bibliographies to the appropriate people at B. Company. They would be interested in a safety film program.

Agricultural Industry

Learned much about chickens. This firm hatches chicken eggs and ships them out. Needed lists of information on how to raise chicks at home for parents to show their children. Provided 100 copies of this list, along with two other lists. Called in for information on franchises. Initially told me not to come out; that it would probably waste our time. Wrong again.

Finance

A most enthusiastic group. I was asked to return to the branch manager's meeting. The branch managers were also enthusiastic. Library cards were given to five of the ten attending. A thank-you letter was received and a brief write-up appeared in their employee newsletter.

Manufacturing

Small company not doing so well. Was amazed that this type of service is provided. Hadn't been to library since 1962. Bibliography prepared on "lapping." Has since called twice with Mil Spec requests. One was telefacsimiled and the other provided by Honeywell Inc. Requested library card.

Professional Services

CPAs, very nice. Likes program. Donates his old tax service, but suggested that we order our own so that it will be up to date. Also reported that many other local CPAs use our library and find it very helpful.

Manufacturing

Talked with Mr. D. B., president of D. Company and manager of B. Company. They make knit wear for active sports and dancing, i.e., leotards, track, tennis, gym. Some of the athletes in the 1968 Olympic Games in Mexico wore some of their products. They employ about 100 people in the two Pomona locations. Mr. B. was interested in the B & I Info program, especially directories listing knitting mills. He wanted a new library card.

While some of the people contacted during the course of the visitation program were newcomers to the community and unfamiliar with the Pomona Public Library, a sizable proportion had resided in the city for a number of years. Some of these indicated they were already users of the library - perhaps for non-business purposes or occasionally for business facts. However, like the newcomer, nearly all were pleasantly surprised at the resources and services actually available, and pleased that the library had seen fit to make a real effort to inform them. "Old timers" joined the newcomers in viewing the Pomona Public Library in a new light. An institution which they had previously taken for granted took on new meaning as a result of the visits.

One of the problems created by the visitation program, of course, is the handling of the unmet needs which are uncovered. To meet these the library must provide adequate staff time, facilities, materials, and other resources. As can be seen from even a casual reading of the Project Librarians' visitation reports, follow-up is imperative to the success of the program. This activity places a premium on the availability of competent staff who are creative in nature, sympathetic with the program, and adventurous in spirit. They must be provided with adequate resources and the flexibility of schedule necessary to the pursuit of these opportunities. Unless this "back-up" staff as an enthusiastic and responsive to the requests generated by the Library Representatives' visits to business and industry, the great opportunity will have been lost and the library's image will suffer in the eyes of the Economic Community for years to come.

C. THE VISITATION PROGRAM IN OTHER MCLS COMMUNITIES.

Instead of evaluating the programs separately it seems logical to present an overview of the visitation which was undertaken in several other communities toward the end of the Project period. As described elsewhere in this report five libraries, including the Pasadena Public Library, indicated their desire to have the Project Librarians visit a selected group of firms in their communities. The cities involved were: Azusa, Pasadena, Redondo Beach, Torrance, and Whittier. The Project Librarians found that the preparatory steps were much the same as those connected with Pomona: gaining a knowledge of the library, the community, and establishing a priority list of firms to contact. Mrs. Boche summarized this process as follows:

> By the time we started on the other cities our approaches were polished, and we were sure of ourselves. We knew how and where to start, so that we were able to move quickly and effectively. This was an advantage since we had a very limited time in each city. Redondo Beach: two weeks, Torrance: three weeks, Pasadena: four weeks, Azusa: two weeks, and Whittier: three weeks.
>
> Before going into a new city we read about the city and its library in the MCLS Reference Survey.[16] This gave us a little advance knowledge about the community. We spent a couple of days in each library talking with the head librarian and some of the senior reference and circulation staffs. We told them something of what we had done in Pomona and asked what they would like us to do for them. With one exception they wanted "mini bibs." . . . We then delved into their subject catalogs as we had done in Pomona and selected titles appropriate to the lists they wanted. We gave these selections to the head librarian for his or her approval and to ask for suggestions from their respective reference librarians. Once approved they were sent to Pomona for printing. Then we drew up the list of people to contact. We used the same tools we had used in Pomona. Our preliminary lists were submitted to some one of the library staff designated by the head librarian. This person was usually one who knew the city well, and was qualified to make additions or deletions.[17]

The description of this preparatory activity by Mrs. Winegar provides further detail which may be helpful in understanding the important steps involved in such a visitation program:

> In each city we began with Chamber of Commerce membership directories, buyers' guides or other lists of all, or the largest companies in town. In some cities Chamber of Commerce lists are easier to come by than others. Sometimes we could get them more easily than the library, and sometimes vice versa. We cut up these lists and pasted them to 3x5 cards so that we could create a card file of the companies. Most of the time these lists contained complete information on the company: name, address, pro-

> duct and type of company, name of president, number of personnel, etc. Often, though, we had to compile this information from several sources. After the compilations and file were completed we picked out a primary group - these were the largest companies, those that were so important that they must be contacted. Then a secondary list was selected - these were companies it would be good to see, medium size, but we would probably not have time to get to these. . . .
>
> Except for Whittier, our contacts were the first with these companies. In Whittier, Miss Fulmer sent letters to the presidents of several service clubs, and to the presidents of several companies in town whom she personally knew. This prior contact was a good idea. They seemed very willing to see us and were most cooperative. However, I have no idea if things would have been different without the prior contacts.[18]

Before visiting local businessmen in each of these communities, the Project Librarians armed themselves with suitable "mini bibs" and publications concerning the local public library, its collections and services. Special business cards were printed which provided space for entering the name of the library so that for all intents and purposes, the Project Librarians were "Library Representatives" for the local library rather than an outside program. The reaction of local businessmen to these visits in other communities can be judged, in part at least, from the interview reports made by the Project Librarians at the conclusion of each period of visitation.

These brief summaries were used as feedback to the local library as well as a part of the report on the activities of the Project Librarians in these communities into which the Project was being extended. While the interest raised by these interviews is important, perhaps of greater consequence is the possibility of "follow-up" work through which library staff members can continue to build upon the initial contacts. In selecting the following "cases" an attempt has been made to show the diversity of response. For obvious reasons, the names of companies and individuals have again been deleted.

1. REDONDO BEACH.

Retail.

Mr. M. M., former president of Chamber of Commerce, delighted with our project and library services. Urges publicity campaign in city newspaper, newsletter, and especially a direct mail campaign to merchants and businessmen.

Finance.

Mr. R. D., Vice President and Manager. He was not enthusiastic, but needs investment services: (Moody's, etc.) He lives in Long Beach but is moving to Redondo and will come to the library and get a card.

Merchants Association.

Mr. C. M., Chairman of Advertising. He was cordial but puzzled. When I explained the program to him, he was pleased. Said they could use Small Business Administration reports with emphasis on retailing and restaurants. He is the manager and owner of a Mexican restaurant on the Wharf. -

Finance.

Mr. M. S., Vice President and Assistant Manager. He was interested in the Public Relations and Publicity bibliography because he said they need that kind of information about businesses before making loans. He will post our literature on their employees' bulletin board.

Manufacturing.

Mr. G. C. and both secretaries. Company needs historical data on flags. He uses the Los Angeles Public Library and very excited and impressed with the free reference service. Will definitely call.

Services.

Mrs. P. R., Manager. There are seven employees. She will post our literature on their bulletin board and give the "Publicity and Public Relations" book list to the boat sales company next door. They have 345 slips. She will come to the library to look over the collection on boats, yachting, navigation, etc.

2. TORRANCE

Manufacturing.

Mr. S. C., Manager, Technical Services, Dr. S. S., Chemist, Mr. P., Group Leader, Mr. D. T., Chemist, Mr. N. S. This was undoubtedly the most outstanding interview I had. These men were fascinated by the resources of the Torrance Library. All wanted personal library cards, and Mr. C. requested a corporate card. They want a list of the periodicals to which the Torrance Public Library subscribes. They also offered an incomplete set of Chemical Abstracts to the library. This decision is out of my hands. They want me to come back to talk to the secretaries about what kinds of information they can get from the library. I will try to do this.

Services.

Mr. W. N., Office Manager. Very enthusiastic. Wants "mimi bibs." needs customs information for many countries. Occasional requirement for MIL SPECS.

Manufacturing.

Plant Manager and Mr. D. B., Industrial Relations. Very interested in the MCLS and its resources. Will post literature, wants "mini bibs," and corporate library card. Will inform professional staff of the library's resources.

Manufacturing.

Miss E. G., Librarian. Girl runs small technical library in addition to several other jobs. Enthusiastic. Did not know of library's services. Corporate and personal card application blanks left. Might consider donating old journal runs to the library. Will loan to library. Library on electronics, lasers, mathematics and physics.

Manufacturing.

Mr. J. C., Assistant to President, Public Relations. Very enthusiastic person. Took every copy of every material I had. Wants fifty copies of each bibliography we print. Will distribute all to the supervisors. Small technical library on aluminum. Has set of collection from Aluminum Association Library in New York. Will write up library for employee newsletter.

Retail.

Mr. H. W., General Manager. Very positive reaction. Suggests the library send a publicity release to Miss J. B., who will publish it in the newsletter which goes to all the stores in the Square. This should be followed up with another release in October when 70% of the retailers will be open.

3. WHITTIER.

Finance.

Mr. G. R., Vice President and Manager. He was very enthusiastic about the program. He comes to the library several times a week, but was unaware that his Downey Public Library card is good at Whittier. He was delighted to learn about MCLS and SCAN. His requirements are the California Administrative Codes, Forbes, Christian Science Monitor, and sight-saver books. The bank has accounts all over the world, and he often needs information on foreign countries.

Manufacturing.

Mr. W. S., Vice President. This is a manufacturing firm. They have a union, so occasionally need information on Labor Laws. They also need addresses of suppliers, information on marketing. Also at the interview was Mr. G. W., Advertising Manager. He lives in Redondo Beach and was happy to learn that his library card is valid in all system libraries.

Retail.

Mr. L. S., Director. Very interested. Wrote article for their newsletter to 400 members. Liked the California State Library Selective Reading List on Retailing. Invited to speak to Board of Directors luncheon.

Finance.

Mr. W. G. F., President. Very pleased about the telephone reference service. Delighted that we are doing this. He said the price is right and it will be more convenient to use the library than other sources. He wanted to know specifically which of the Best's and Dun and Bradstreet publications the library has.

Services.

Mr. H., Public Relations. Had never thought of the public library in this light. Thinks we have a great "story" to tell. Is sure that they will be calling.

Manufacturing.

Mr. R. G. C., President. Is library Board member. Asked for several copies of brochures to pass on to employees. Will publicize us in employee newsletter.

Finance.

Mr. W. G. F., President. He liked the idea of our project and found a title in the "INVESTING" mini bib which he has been trying to buy for weeks.

Services.

Mr. M. S., Owner. He was very cordial. He uses the library for business purposes. His switchboard operator refers questions to the library. He will post our literature on his employees' bulletin board and will put an item in their internal newsletter which is published irregularly.

4. AZUSA.

Manufacturing.

Mr. S. R. H., Plant Manager. He was pleased to learn that his Glendora Library card is valid at Azusa. Interested in the "System" and SCAN for technical questions.

Manufacturing.

Mr. J. B., Plant Manager. He needs information on State labor laws, inventory control, State compensation laws, etc. He would like someone to make a presentation about the Business & Industry collection and services at the library to all of their Division heads. They meet once a month. There are 12 of them. Someone should arrange to talk to their Division heads at their June meeting.

Finance.

Mr. R. D., Manager. He was pleased to learn about MCLS and SCAN. There is a library in the main Los Angeles office. He will refer to the library questions they get from their depositors.

Retail.

Mr. C. R., President of Association for 1971. Took 40 copies of "It's your Business" for distribution to the 40 shops in the center. Asked for press release to go into Foothill Shopping News for circulation to 20,000 residents. Very anxious for further library news releases. Press release follows this report. Release was sent May 10.

Manufacturing.

Mr. L. S., Plant Manager. He has Glendora card, but did not know about the System. Left two sets of brochures, and several library card application blanks. Very interested.

Services.

Mr. L. L. and Mr. P. L., President and Vice President. Mr. L. has used the library on several occasions, but did not know of the telephone reference, or MCLS. Will tell employees.

Manufacturing.

Mr. J. D. B., Vice President. Has used West Covina Public Library. Completely unfamiliar with Azusa Library and the whole city of Azusa. Surprised at services offered and promised to display brochures to all employees.

Manufacturing.

Mr. L. L., Public Relations. This division has a small, unmanned technical library. Information will be posted there instructing patrons to call Azusa Library when they need further help. This library might be pursued to find the manager of the library and work with him. Marketing division needs statistical and census figures.

Manufacturing.

Mr. R. H. E., President and General Manager. He was glad to learn what is available in and through the library. He occasionally needs MIL SPECS. They make magnesium wheels for racing cars and are very rushed just now getting ready for the Indy 500. They also make a part for the DC-10.

5. PASADENA.

Services.

Mrs. H. T., Secretary and part time librarian. They wanted a corporate library card. Use Cal-Tech, but were pleased to learn about Pasadena Public Library's services.

Manufacturing.

Mr. J. F. H., President. Excellent reaction; he called in his entire executive staff to listen to me. They were very favorably impressed. Wanted a corporate library card, and will certainly make use of the library's resources.

Finance.

Mr. W. L. T., Vice President. He was very pleased to learn of all the information resources of the Pasadena Public Library. He is a library user and will talk to the other officers in the bank about the library services. He has been in Pasadena only a month.

Service.

Mr. J. A., Resident Manager. He liked the idea that he could refer clients to the library for information on stocks and bonds and investing in general, especially when his office is closed. He has just sent a wire to their research department in New York on behalf of a client who owns a large block of Libby-Owens-Ford stock. The client wanted to know if there is any legislation pending in Congress relative to returnable vs. non-returnable bottles. This question could no doubt have been answered in the library. Mr. H. is a Sierra Club member. He was not aware that he could use his library card from the Hastings Branch at the main library. Neither did he know I was coming to see him.

Services.

Mrs. M., Secretary to the Vice President. Mrs. M. had all of the executive and administrative secretaries in a conference room to hear me. Several of them were familiar with Pasadena Public Library's Business & Industry services, but others were not and were glad to learn about it. I got three more applications for library cards. The Pasadena Public Library users agreed that the Business and Industry reference group is excellent, both in attitude and results.

Service.

Mr. H. D., Personnel, Chief Engineer's Office. There were 20 people present. We received many compliments on the Pasadena Public Library's Business and Industry section. They wanted U. S. Geological Survey reports, 1970 census data, ASTM standards. We passed out a number of library card applications. We tried a little different presentation this time: Mrs. Boche started the talk and as she held up examples of the literature, Mrs. Winegar passed them out to the members of the group. Questions were asked as we proceeded and were answered by either of us. Later that day Mr. W., who was present while we were there, came into the library and remarked to the Business and Industry reference librarian, "I understand I've been a library underachiever."

Manufacturing.

L. J., Receptionist, and Mr. and Mrs. R. W., Owners. They receive Business Briefs, hope it will continue and would be willing to pay something for it. They may be opening a new plant near San Diego and are wondering if they can get the same splendid library service there. I told them about the SERRA System.

Finance.

Mrs. L. B., Assistant Cashier. They receive Business Briefs. Two of their officers are continuing their educations and will be happy to learn about the materials available to them in the library. She was pleased to learn that her Altadena library card is valid in Pasadena.

Service.

Mr. R. J. F., Manager. He was pleased to learn about the Pasadena Public Library and all of its services. He wants Business Briefs and may be willing to pay for it.

D. CONCLUSION.

This chapter has been aimed at the following objectives:

1. A description of the visitation program.
2. An explanation of the mechanics involved in visitation.
3. A suggestion of the flavor of visitation through a sampling of the Project Librarians' case reports.

An active program of the type described appears to require careful preparation of the library staff, and particularly those who are to serve as Library Representatives. The visitation program is evaluated in the following chapter.

FOOTNOTES

[1] Meyer and Rostvold, op. cit., p. 13.

[2] Marjorie Boche, Final Report, B & I Info, (unpublished report to Raymond M. Holt & Associates, June 28, 1971.), p. 5.

[3] Meyer and Rostvold, op. cit., p. 7.

[4] Memo to Mr. Raymond M. Holt from Mrs. Joan Winegar, March 27, 1970.

[5] See quotation on p. 1 of this report.

[6] Joan Winegar, Final Report, B & I Info, (Unpublished report to Raymond M. Holt & Associates, July 1, 1971.), p. 7

[7] Boche, op. cit., p. 6.

[8] Winegar, op. cit., p. 8.

[9] Boche, op. cit., p. 8.

[10] Winegar, op. cit., p. 8.

[11] Memo, Joan Winegar to Raymond M. Holt, n. d.

[12] Boche, op. cit., p. 7

[13] Winegar, op. cit., p. 8.

[14] Ibid., p. 8.

[15] Ibid., p. 10.

[16] Katherine Preston. Reference Service to Meet Community Needs. Pasadena, 1970.

[17] Boche, op. cit., p. 14.

[18] Winegar, op. cit., p. 13.

CHAPTER IX

EVALUATING THE VISITATION PROGRAM

How do you evaluate the results of a program such as that described in the foregoing chapter? Those who expect to see an impressive array of statistical data proving that the visits of the Library Representatives (1) caused businessmen to queue up in long lines at the registration desk, (2) flooded the telephone switchboard with important reference questions, or (3) emptied the shelves of business and technical books, are doomed to disappointment. Because libraries are not equipped to identify, obtain and compile the kinds of data required for meaningful, quantitative analysis, this evaluation must be more concerned with qualitative judgments.

A. THE PROBLEM OF EVALUATION.

The problem of evaluating response to a program of this type is further complicated by a number of factors:

1. Businessmen do not necessarily identify themselves as new or old customers - or even as members of the Economic Community, for that matter.

2. Businessmen have no more reason to explain why they have decided to use the public library than do other customers - thereby making it impossible to determine the specific incident of motivation.

3. The mobility of the population in Southern California[1] increases the likelihood that the businessman may use a library other than the one originally connected with the program (including academic and special libraries unaware of the visitation project).

4. While the Library Representatives concentrated on presenting the materials directly related to business and industry, they also included reviews of items such as films, recordings, and materials appealing to the businessman's personal use, thereby spreading the response to all of the library's collections and services.

5. There is an indeterminable factor of delay between the initiation of a program such as this and the actual response in terms of library usage - even the most enthusiastic business-

man is apt to deter use of the public library until a need for its resources and services presents itself; the resulting "time lag" invalidates the assumption of a direct "cause and effect" situation.

6. While the Library Representatives aimed at making their presentations to those engaged in management, the calls received by the library may come from an entirely different department or person such as a secretary, a technician, or an assistant totally unaware of the visit, who has been given the off-hand advice by a supervisor or other person in management that they might call the library for help or information on a particular matter.

B. A FEW LIBRARY ORIENTED MEASUREMENTS.

Notwithstanding the problems referred to above, some data was accumulated by the Pomona Public Library which may be helpful in providing at least one dimension to this evaluation.

1. NUMBER OF VISITS.

During an eight-month period the two Project Librarians managed 237 visits, including firms of all types and sizes. This is only a partial figure in that it is a record of firms visited and not the number of people contacted during the visitation. The Library Representatives frequently presented the "library message" to a number of people within a given firm and, in addition, left brochures, "mini bibs," posters, and similar materials for distribution to a substantial group of other employees.

2. REGISTRATION FOR BORROWERS CARDS.

The Library Representatives "signed up" ninety-seven people in Pomona for either corporate or personal library cards. To this number must be added more than fifty firms which requested extra application cards for distribution to their employees. There was no way of determining how many people, prompted in this manner, applied for library borrowers' cards.

3. REFERENCE QUESTIONS.

A decided increase in the number of questions received both from the business community and the general public was noted during the Project period. The reference desk responsible for answering business-related questions experienced a

17.2% increase in the number of questions handled during this two-year period, while the general questions increased 20.4%. These figures are rather impressive inasmuch as this substantial growth in usage occurred during a time in which the local community was undergoing unusual change, including a general decline in employment, especially in the defense-oriented industries, a higher than usual rate of population turnover, and a serious recession in business activity. The visitation program to business and industry must be reckoned with as one of the positive forces which encouraged increased library usage.

C. EVIDENCE GLEANED FROM QUESTIONNAIRES.

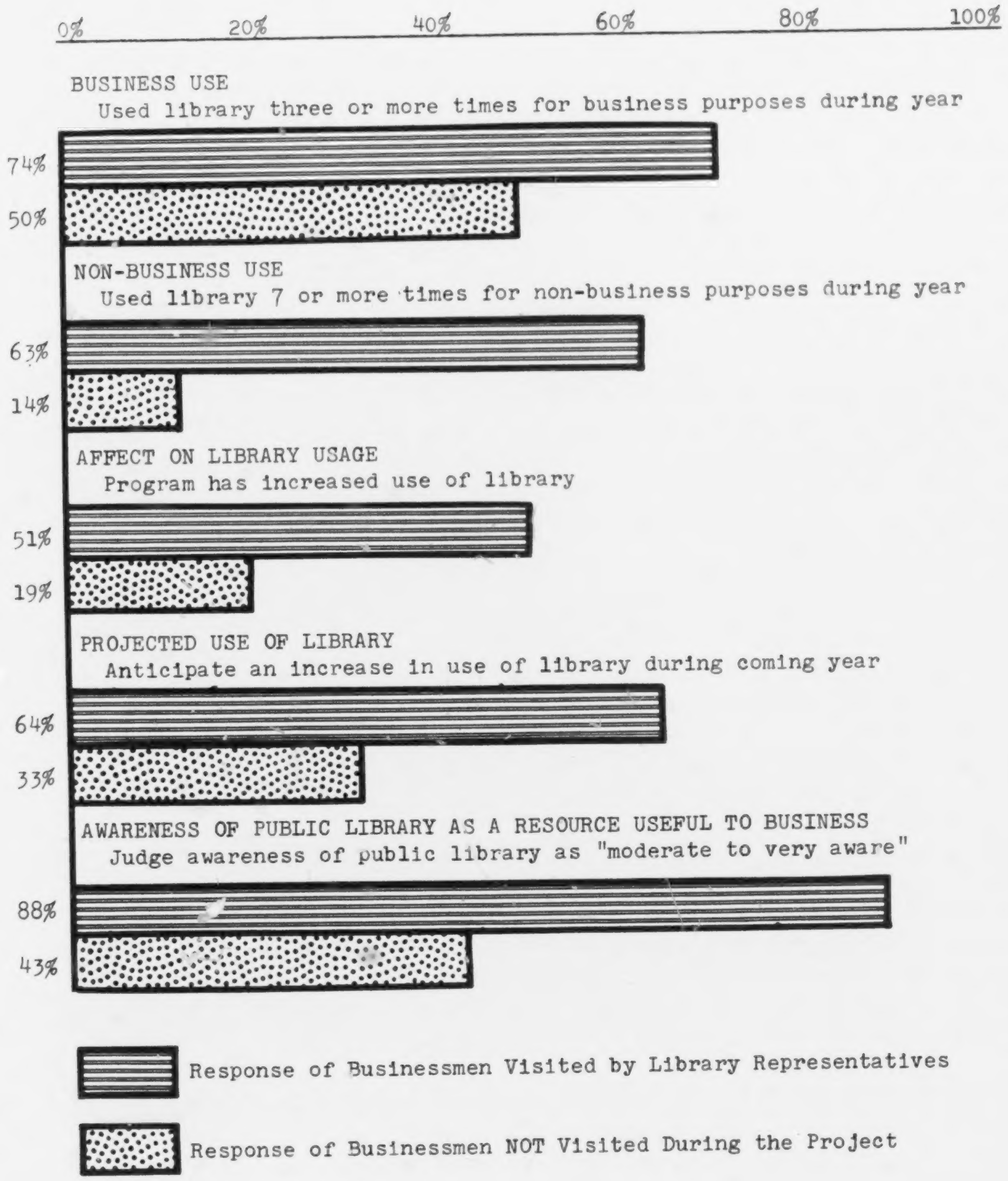
Perhaps the most positive evidence gathered to prove the effectiveness of the visitation program was that derived from questionnaires sent to businessmen in Pomona and Pasadena in December 1970. A brief but meaningful analysis is possible by separating and comparing the responses of two groups: (1) those who had been visited by Library Representatives, and (2) those who had been involved in other elements of the Project but *NOT* visited. To this end a series of questions were asked to provide information on such subjects as:

1. The number of times the library had been used during the year for business information.
2. The number of times the library had been used during 1970 for non-business purposes (personal and family).
3. The ways in which the Project had affected library usage.
4. Projected use of the library during the coming year.
5. Awareness of the public library as a resource useful to businessmen.

The results are shown In Figure IX-1. A study of this information seems to underscore the positive effect the visitation program had. Businessmen were, by their own cognizance, more aware of the public library and were using it with greater frequency for both business and personal reasons. Moreover, they projected further growth in the usage pattern during the coming year. Unfortunately, the lack of comparable data from other sources concerning similar experiments requires that the significance of the data must rest solely on this experience.

FIGURE IX-1

RESPONSE OF BUSINESSMEN TO THE VISITATION PROGRAM



D. THE UNSOLICITED RESPONSES OF BUSINESSMEN.

While public library customers may sometimes prove effusive in their immediate response to assistance, this is usually a verbal "thank you." Therefore, some significance can surely be attached to the numbers of businessmen who took pen in hand to express appreciation for the efforts of the Library Representatives. The writers of these letters often made reference to specific ways in which they had put the library to work since the Library Representative's visit. Many volunteered to "pass the word along" to other employees. Some listed the names and positions of employees attending group presentations to facilitate follow-up. Besides testimonial letters, businessmen conveyed their enthusiasm in telephone calls and during face-to-face conversations.

In some ways an even more flattering response was the number of calls received from individuals who had heard about the program from another businessman. So far as possible, these requests for visitation were accommodated by the Library Representatives. This, coupled to the number of times the Library Representatives were asked to return to a firm for a second or even a third presentation, underscores the popularity of the program and its apparent value to businessmen to whom "time is money."

E. EFFECT OF THE VISITATION PROGRAM ON OTHER COMMUNITIES.

The brevity of the program in each of the communities to which the Library Representatives introduced the visitation technique precluded the amassing of concrete facts and figures. In lieu of such "hard evidence," "de-briefing" interviews were held with the Library Directors. Each of them professed praise for the program and cited comments of staff and/or businessmen as examples of how effective the program had been. One Library Director noted that: "Businessmen have told me that they both enjoyed and profited from the visits." Another stated that his staff reported a "different flavor" to many of their reference questions. A third indicated that it "seemed like" more questions were now emanating from the business community. Some significance must certainly be attached to the fact that no library reported a single adverse reaction or comment from the Economic Community.

F. EFFECT OF THE VISITATION PROGRAM ON LIBRARY STAFF.

The visitation program had a very real effect on library staff wherever visits were made. Staff members were caught up in a new, imaginative, and creative approach to breaking down the "awareness barrier" standing between the public library and a significant segment of the community. Staff members were encouraged to take a new look at their collections and to evaluate them in terms of the foreseeable needs of their own local Economic Community. Service to business and industry moved a step closer to a vital and individual program. Administrators uniformly expressed amazement at the new "doors" opened to them and their regret at not having staff and resources sufficient to meet the challenge. The emphasis on "personal service to businessmen" made for greater awareness of the nature of the Economic Community and increased staff interest in this area of service.

G. EVALUATION BY THE PROJECT LIBRARIANS WHO SERVED AS LIBRARY REPRESENTATIVES.

Although admittedly lacking the impartial viewpoint of pure statistical data, the reactions and observations to the visitation program by the two Project Librarians who acted as the Library Representatives and conducted all of the interview visits, are in some ways the most revealing evaluation of all. Mrs. Boche said of the visitation program:

> My personal feeling is that the in-person interviews and the group presentations were among the top most successful techniques of the program. They certainly were important in increasing the awareness of the businessmen of what was available to them in the public library. Increased awareness was mentioned in the Meyer-Rostvold report, and I will take exception to their estimate of 20% unaware. I would place it closer to 60% unaware.[2]

Mrs. Winegar's somewhat more lengthy commentary is also interesting:

> In my interview work I think that I can say that 90% or more of the business people showed these symptoms:
>
> 1. They were always impressed that the library was bothering to visit the businessman. This type of thing is quite unheard of and they were flattered to be among those visited.
>
> 2. They had not been to the library for as long as ten years. Some had been recently with their children to work on papers, but had not been to the business section. Very few were aware that such a section existed.
>
> 3. Brochures were very impressive. Many asked for more copies.
>
> 4. Great surprise was expressed that the library had quite so many business books. They all imagined that the library had some, but they were quite surprised at the quantity.
>
> 5. These people do not have library cards, except for a few which had not been used for five years or so. Each said that they used their wives to get things for them, or that they used her card. Most of them were quite happy to be offered their own card.

6. Almost all of them were totally ignorant of telephone reference. Indeed, they were so impressed that I often told them that it had been in service to the community for many years and that almost all libraries have telephone reference. They were really surprised. Having that telephone number on our business cards made it easy for them to use.

7. Ninety-nine per cent were ignorant of the Metropolitan Cooperative Library System. Many people thought I meant Dewey Decimal, circulation, etc. Although there had been some publicity on MCLS, it has been totally insufficient in reaching the business community. They had no idea that libraries were banding together. First of all, they make no distinction between Los Angeles City, Los Angeles County, or city and branch libraries. They were very impressed by our twentieth century approach to libraries, our use of teletype, telefacsimile, and book delivery.

In leaving these interviewees, I can say with much authority that we left them:

1. With new respect for the library - it had bothered to come to them.

2. A new image of the library - employing dynamic librarians, taking an interest in businessmen, and using twentieth century techniques.

3. The library is now a part of them. Previously, they did not know a thing about it and consequently couldn't care less if it lived or died. Now it had touched them, and they liked the library.[3]

H. NEGATIVE ASPECTS OF THE VISITATION PROGRAM.

As in the case of any experimental program, certain negative aspects must be anticipated. Most, if not all, of these appear remedial through understanding, planning, and training. To a degree, they apply not only to the visitation program but to other aspests of the Project as well. Perhaps these factors can be divided between internal and external.

1. INTERNAL

Inside the library there were the usual problems of coordination, multiplied by the use of special librarians who were not permanent members of the staff. In spite of their period of indoctrination, they could not have the same in-depth background of the library's collections, services and philosophy which older staff members had accrued. Therefore, they were liable to errors in their presentation: they might overstate the library's ability to provide material or, through lack of a precise working knowledge of the collection, fail to inform the interviewee of unique items which were in the library, although this did not happen often. A special difficulty was the necessity for a continuous interchange of information between the service desks and the Representatives. While presumably a matter of communications, effectiveness depended upon the compatability of personalities and a sympathy for the program. Because of the extreme flexibility such special staff members must have if they are to be free to make appointments to visit businessmen at the latter's convenience, regular staff occasionally misinterpreted necessary leniency in scheduling as a sign of "favoritism." In a library where status and position have, to a large extent, been gained through competency in reference work and pride in serving the public, there was some concern over the emphasis on a non-traditional approach. There were a few cases of resentment shown when businessmen insisted on referring their information needs to one of the Library Representatives instead of one of the regular staff. The Project Librarians indicated that they experienced some difficulty in finding acceptance by other staff members.

2. EXTERNAL.

Based on the experiences of this Demonstration Project in visitation, any library contemplating a similar project should be aware of several possible pitfalls. The library visitation program may occasionally run afoul of individuals who object vociferously through either a misunderstanding of the program or a lack of sympathy for tax supported institutions in general and public libraries in particular. The well-prepared Library Representative can often divert, if not convert, such protesters. However, now and then the individual will insist on carrying his disapproval further, sometimes involving other businessmen, organizations, Chambers of Commerce, or governing bodies. Sometimes the appearance in the local press of publicity quoting the positive response of community leaders will minimize such reactions.

Perhaps the most negative community reaction to the program would occur if the library, through its visitation program, made commitments which it was not, in fact, prepared to carry out. While libraries generally refrain from issuing booklists containing titles they do not have in their collections, the same library, in its efforts to attract the businessman, may insinuate, if not openly suggest that the library can supply answers to questions in fields where the availability of information sources make such replies dubious. Almost as bad is the promise of "quick" service when, in fact, the library may be understaffed and the reference librarians already overloaded. Similarly, adverse reactions would accrue if the Library Representatives, speaking from a background of specialized knowledge in science, technology, or business, were to lead the businessman to believe that whoever answered his call at the reference desk would have similar in-depth knowledge, unless this were indeed true.

I. CONCLUSIONS AND RECOMMENDATIONS.

Based on available evidence and testimony, it would seem that the program of visitation was one of the most important achievements of the Demonstration Project. Techniques were developed which can be used by any library wishing to use this methodology. Businessmen appeared pleased and responsive to this personalized approach. Through their replies to the questionnaire, they have indicated that such visits profoundly influence present and future use of public libraries for information connected with both business and personal needs. The visitation program also proved beneficial to the libraries in the communities to which the program was extended. Service to business and industry assumed new significance and staff members were prompted to evaluate their collections against the present and potential needs of their particular Economic Community. While some negative aspects appeared, these seemed to be more or less internal in nature and can be minimized or avoided if the library administration is forewarned and makes adequate preparations.

It is, therefore, recommended that after careful study and planning, other libraries should undertake similar programs of visitation and incorporate them as a continuing feature of their services. The library must be prepared to exploit the many new and oftentimes unexpected opportunities which arise as a result of visitation. Staff and resources must be mobilized and immediately available to prevent disillusionment. Staff members assigned to this role should be fully acquainted with the library's resources, regulations, and services and thereby be in a position to give full and accurate information concerning the local library. Care should be given to insure full communications between all staff members and those selected to make the visits.

It would seem that a sustained program of visitation to business and industry would create a new and vastly improved image of the public library as well as provide the basis for establishing the public library as the first point of contact for the members of the Economic Community in need of information. In many ways the visitation program marks a major breakthrough in public library service.

FOOTNOTES

[1] For a pertinent discussion of the effect of mobility on library usage, see Raymond M. Holt and Gerhard N. Rostvold, Community Libraries to Match Community Needs, Pomona, 1966. pp. 77-91.

[2] Boche, op. cit., p. 29

[3] Winegar, op. cit., p. 12.

CHAPTER X

"MINI-BIBS" AND OTHER PUBLICATIONS

Prior to the inauguration of the visitation program in Pomona, the question arose as to how the person being interviewed might best be convinced of the library's ability to meet his specific needs. At the same time, there seemed to be a need for something which the Library Representatives might leave behind as a useful reminder of their visit. A number of possible items were discussed including the use of the complete Meyer-Rostvold report, the condensed version of the report, and several kinds of more specialized publications. The Project Librarians who were to serve as the Library Representatives felt strongly that something in the nature of booklists would best serve this purpose. It was decided that rather than a general list, a series of smaller lists, each concerning a single subject, would be most useful. These were nicknamed "mini-bibs" - an abbreviation of "miniature bibliographies" - rather than the more traditional term "booklists" since a variety of materials were to be included. While a number of topics were apparent candidates, the time needed for preparation dictated some kind of priority. It was also felt that there should be opportunity to add new lists to the series as experience might indicate.

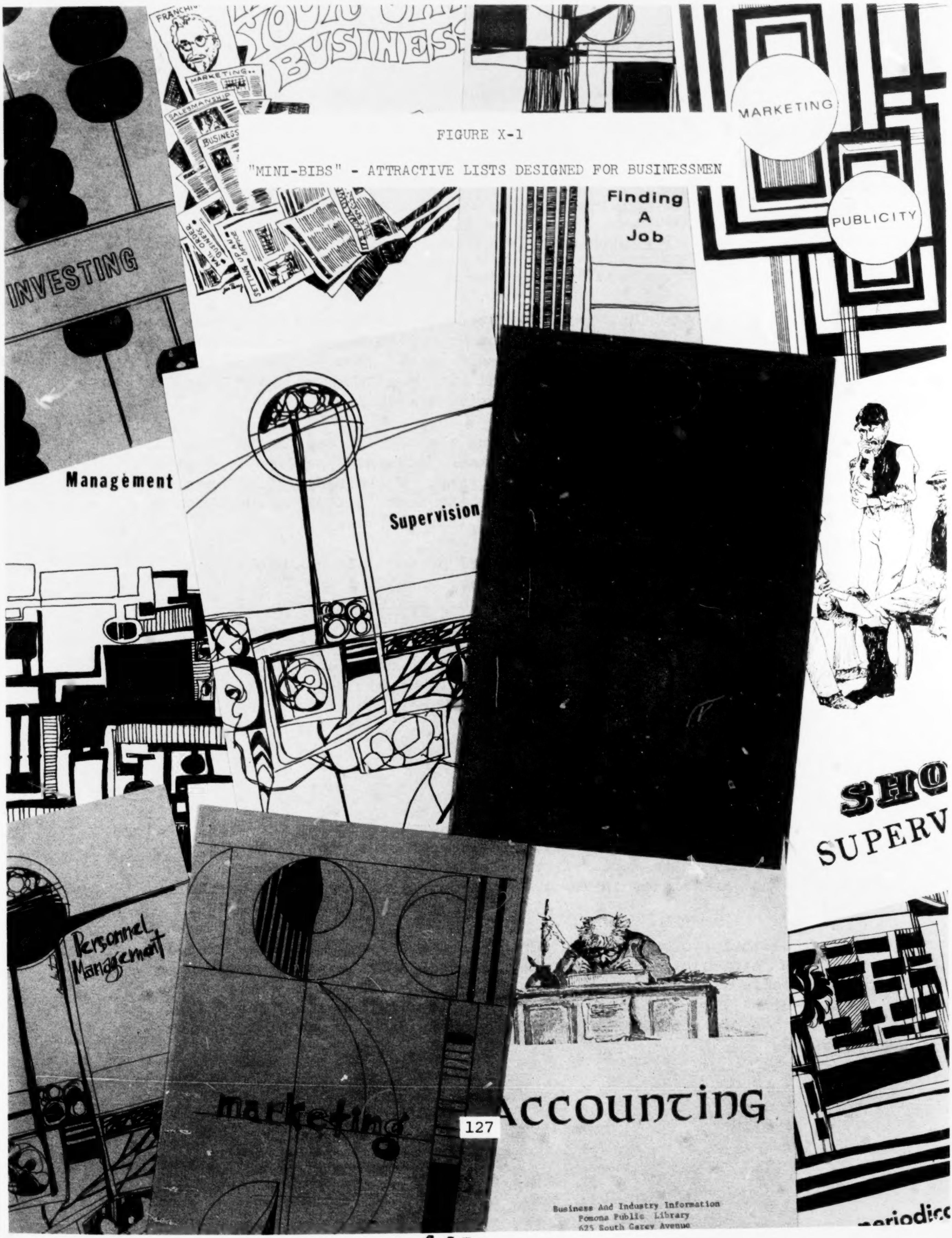
A. PREPARATION OF THE "MINI-BIBS."

The procedure for developing each "mini-bib" was determined. Primary responsibility for selecting titles was to rest with the Project Librarians. Using the card catalog and other tools, they would choose a group of titles which seemed to best exemplify the scope of materials which the Pomona Public Library could provide on a given subject. This list was then submitted to the supervisor of the Business and Industry section of the library for review and suggestion for possible additions and deletions, based on greater familiarity of the full-time staff with the total collection.

After the list had been compiled, it was sent to the library's Public Information Office where it was prepared for duplication. A standard format and size was agreed upon: they were to be run on both sides of 8½" x 11" paper, and then folded into a more convenient 5½" x 8½" booklet. An attractive cover was designed for each and then the "mini-bib" was printed on the library's offset equipment using a colored ink on a colored stock. The result was an attractive booklist geared to the anticipated areas of interest of businessmen to be visited.

FIGURE X-1

"MINI-BIBS" - ATTRACTIVE LISTS DESIGNED FOR BUSINESSMEN


BUSINESS
FRANCHISE
MARKETING
SALESMANSHIP
BUSINESS
MAIL ORDER BUSINESS
SETTING UP AN OFFICE
INVESTING
Finding
A
Job
MARKETING
PUBLICITY
Management
Supervision
SHO
SUPERV
Personnel Management
marketing
ACCOUNTING
Business And Industry Information
Pomona Public Library
625 South Garey Avenue
periodic

The typical contents of a "mini-bib" is described by Mrs. Boche:

> There were several kinds of materials included in the "mini-bibs." Books, periodicals to which the library subscribed, sometimes a specific article which was particularly pertinent, looseleaf services such as Moody's investment services, and the Commerce Clearing House Labor Law Guide and Tax Guides. Authors, titles, publication dates, and the library call numbers were given. When possible a space was provided for a mailing address on the outside cover.[1]

It should be noted that upon suggestion of the Project Librarians books were listed by title rather than author. This departure from the more traditional library booklist was based on the theory that the average businessman is relatively unfamiliar with the names of authors and is more apt to be attracted by informative titles.

Each of the "mini-bibs" included a statement explaining that the "mini-bib" was a part of a new program of expanded service to businessmen available through the public library. While these statements varied somewhat from one publication to the next, a typical one which appeared in the "Personnel Management" list follows:

> A selected list of books and periodicals available at the Pomona Public Library compiled by B & I Info for Personnel Managers. Additional material and reference assistance may be obtained by telephoning 622-9417 or 623-5211, Ext. 25. B & I Info is a federally funded project of your Pomona Public Library which is designed to provide expanded reference assistance to Pomona's business and industry.

B. ANALYSIS OF THE "MINI-BIBS"

A total of ten "mini-bibs" was produced including the first item which was a list of all the periodicals subscribed to by the Pomona Public Library which appeared to be of interest to businessmen. The "mini-bibs" are listed in Table X-1, along with a breakdown of their contents.

Slightly more than nineteen books, on the average, were listed in each "mini-bib." Seven of the nine included a total of sixty-nine periodicals - an average of slightly less than ten each. Five of the "mini-bibs" listed a total of twenty-three services and directories. An average of thirty items were included in each of the nine bibliographies.

TABLE X-1

A LIST OF THE "MINI-BIBS" AND THEIR CONTENTS

TITLE	NUMBER INCLUDED BOOKS	PERIODICALS	SERVICES	PHONO RECORDS	TOTAL
Accounting	13	3	7	--	23
Finding a Job	25	--	--	--	25
Investing	13	6	9	--	28
Management	46	16	2	--	64
Marketing	14	10	--	4	28
Personnel Management	15	6	3	--	24
Public Relations and Publicity	19	12	2	--	33
Shop Supervision	14	16	--	--	30
Specifications	15	--	--	--	15
Periodicals for Business & Industry	--	453*	--	--	453*
TOTALS	174	69	23	4	270

*Not included in totals.

In selecting books for the various lists, top priority was given to the appropriateness of the information. Another factor of importance was recency of publication. It was hoped that the stressing of newer publications would help overcome the impression that public libraries are filled with outdated materials, a complaint of about one-third of those who criticized the public library collections in the Meyer-Rostvold study.[2] How well this objective was carried out can be determined by examining Table X-2 which shows the percentage of the titles listed in the "mini-bibs" (books only) by date of publication.

Since these lists were prepared in the late spring and early summer of 1970, relatively few publications of that year were available at the time the selection occurred. Therefore, it is not surprising to find that 1970 imprints account for only 1.4% of the total. However, thirty-two per cent of the titles had been published in the previous two years, and more than half, fifty-four per cent, were dated 1967 or later. About thirty-nine per cent had been published between 1960 and 1966, while the remaining six per cent appeared during the decade of the 1950's. Given the need for authoritative subject coverage and a fairly limited collection, it would appear that the lists should, indeed, have given the library an acceptable image.

TABLE X-2

ANALYSIS OF BOOKS INCLUDED IN "MINI-BIBS" BY YEAR OF PUBLICATION

	YEAR OF PUBLICATION											
	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	Prior to 1960
Percentage	1.4%	12.2%	20.1%	21.7%	11.5%	8.6%	3.6%	7.2%	1.4%	2.9%	3.6%	5.8%

The "Periodicals for Business & Industry" list was the first produced and was somewhat different from the rest. As noted in Table X-1, a total of 453 entries were listed in this "mini-bib." However, this total is somewhat misleading. To increase the usefulness of the list, periodicals were entered under prior titles as well as the current one, with appropriate notes, of course. The list also included newspapers, certain serials, and a number of services such as Moody's. The various appropriate titles housed in the Pomona Public Library's somewhat unique Foreign Affairs Alcove were also included to call attention to the availability of materials of a foreign origin. In balance, it seems that this list, while impressive in size and scope, proved less interesting or useful to most businessmen than the other nine "mini-bibs."

C. EVALUATION OF "MINI-BIBS"

Attempts to evaluate the usefulness of the "mini-bibs" with any real objectivity fails for lack of clear-cut evidence. For a time a shelf check was made of a sample of titles listed in the "mini-bibs" and a comparison made with a similar group of unlisted titles. However, the results were inconclusive. While those appearing in the "mini-bibs" were, in fact, more often in circulation than the titles in the control list, a variety of factors might well have been at work. In the first place, since the titles used were considered the best available in their respective subjects, staff members would tend to recommend these whenever requests were made, regardless of whether the borrower's request had been prompted by one of the "mini-bibs." Second, because of the limited size of the collection, a number of the books might be considered the primary source of information in a given field; therefore, there was no comparable title with which it might compete for the user's attention. Finally, time lag had to be considered a significant factor here as in other aspects of the program. The fact that a businessman did not rush to the library or call immediately for a title did not mean that the list wouldn't fill a very real need at a later date.

A somewhat more objective picture is presented by the responses to the general evaluative questionnaire returned by members of the Economic Community. In answer to the question, "which of the booklists distributed during the program have you found most useful?" the businessmen responded as shown in Table X-3.

TABLE X-3

"MINI-BIBS" LISTED IN ORDER OF USEFULNESS ACCORDING TO RESPONSE BY BUSINESSMEN*

RANK ORDER	PERCENTAGE	LIST TITLE
1	31%	Management
2	16%	Marketing
3	13%	Public Relations and Publicity
4	12%	Accounting
5	11%	Personnel Management
6	6%	Shop Supervision
7	5%	Periodicals for Business and Industry
8	5%	Specifications
9	1%	None were useful

*Two lists, "Investing" and "Finding a Job," were inadvertently left out of the Questionnaire.

It is hardly surprising to find that in a program where the primary contacts were with management that the "mini-bib" covering this topic was chosen as the most useful by a wide margin. Whether or not the increased usefulness was due in any way to the fact that it contained more than twice as many entries as the average for the rest of the "mini-bibs" is unclear. Since "Marketing" blanketed the whole area of sales, including advertising, exporting, etc., its popularity is hardly surprising. Three "mini-bibs" - "Public Relations and Publicity," "Accounting," and "Personnel Management" - were closely grouped, all garnering slightly more than ten per cent of the vote. Least useful were the lists concerning "Shop Supervision," "Periodicals for Business and Industry, and "Specifications." However, only one per cent of those responding felt that none of the "mini-bibs" were useful. The strength of response varied dramatically, depending upon the type of business represented. For instance, sixty-three per cent of the response came from those engaged in Manufacturing, compared to Services, twenty per cent, Trade, twelve per cent, and Finance, a spartan five per cent. The preference of each group is shown in Table X-4.

TABLE X-4

PREFERENCE OF BOOKLIST SUBJECTS AS EXPRESSED BY TYPE OF BUSINESS

MANUFACTURING	SERVICES	TRADE	FINANCE
Management	Management	Management	Management
Marketing	Public Relations	Marketing	Personnel
Personnel	Accounting	Public Relations	
Public Relations	Marketing	Personnel	
Accounting			
Shop Supervision			
Specifications			
Periodicals			

There was concurrence only in the choice of "Management" as the Number One interest. From there on no pattern of similarity could be discerned. However, it does appear that those engaged in manufacturing have a larger range of interests and needs, than perhaps do those representing other types of businesses. It should be emphasized, perhaps, that the above information is indicative of only a comparatively small group of respondents in a single community following a short period of exposure. It would be unfair to assume, without further evidence, that such a reaction would be found typical in all communities.

D. "MINI-BIBS" IN OTHER LIBRARIES.

When, during the final phase of the Project, elements of the program were extended to other communities, "mini-bibs" were among the features found most useful. Each participating library was asked to choose the titles it thought would be particularly applicable, considering the nature of the local business community and the library's collections. The Project Librarians assisted each library in the selecting of appropriate titles from the library collection for use in the "mini-bibs." It was felt important that only those titles available locally should be included. In other words, the "mini-bibs" were tailored to the needs and resources of each community. This meant that the subjects of some of the original "mini-bibs" were modified and, in a few instances, entirely new subjects covered.

The specific lists prepared for each of the participating libraries are shown in Table X-5.

TABLE X-5

TITLES OF "MINI-BIBS" PREPARED FOR EACH PARTICIPATING LIBRARY

AZUSA	PASADENA	REDONDO BEACH	TORRANCE	WHITTIER
1. "It's Your Own Business"	None	1. Marketing & Publicity	1. Machine Shop	1. Investing
2. Investing		2. Finding a Job	2. Marketing & Publicity	2. B & I Periodicals List
3. Management		3. Supervision	3. Finding a Job	3. Finding a Job
4. Finding a Job		4. Investing	4. Investing	4. Management
		5. B & I Periodicals List		

It is interesting to compare the above lists as selected by librarians with the popularity of the various lists in Pomona as shown in Table X-4. Besides the fact that Pasadena did not feel a need for the lists, the most notable point seems to be that only two of the libraries chose the "Management" "mini-bib" which was the heavy favorite of users. Both "Investing" and "Finding a Job" were chosen by all four libraries. "Marketing and Publicity" and the "B & I Periodicals List" found their way into two libraries. The Azusa Public Library asked for a special "mini-bib" designed for the independent owner, perhaps somewhat characteristic of the small businesses in the area. On the other hand, Torrance, recognizing the basic industrial nature of its Economic Community, had a "mini-bib" produced on "The Machine Shop" which included items concerning industrial safety, tool operation, and shop management. There is little doubt that the generally depressed nature of the economy and the higher rate of unemployment made the "Finding A Job" "mini-bib" of particular interest.

Various methods were used by these participating libraries in the distribution of the "mini-bibs." The Library Representatives used them in their visits to local businesses. Copies were also available for pick-up within the libraries. Some were mailed to a selected list of businesses. No mechanism was devised for attempting to determine the reaction of the recipients of the "mini-bibs."

E. "MINI-BIBS" EVALUATED BY THE PROJECT LIBRARIANS.

Lacking other objective techniques for measuring the effectiveness of the "mini-bibs," perhaps the evaluations made by the two Project Librarians are most pertinent. While personally involved in the preparation and dissemination of these booklists, these individuals were asked to comment on this aspect of the Project from their special vantage point, both in their monthly and their final summary reports. The following quotations have been taken from the monthly reports to illustrate the uses made of "mini-bibs" and some of the more immediate reactions of businessmen.

> Delivered eight packets of all B & I Info literature to Mrs. W., secretary to Mr. B., Director of Industrial Relations at W. Manufacturing. Mrs. W. will distribute the packets to each of their eight department heads. Within four hours a call came from Mr. W., Training Director. They want material on safety.
>
> Talked with Mr. F. C. I gave him six copies of the bibliography on Accounting so he could distribute them to his clients who can't handle money. He also appreciated the Public Relations bibliography as he admits that collection agencies have a "bad press."
>
> Called on Mr. E. H., owner of H. Manufacturing Company. This is another small backyard location with five or six employees. He was delighted to learn of the availability of specificationa and standards and FREE yet! He wanted a company library card, Business Briefs, Periodicals list, Marketing, Publicity, Personnel, Management, and Shop bibliographies. He was being visited by a Mr. B., who is a Marketing Specialist. Mr. B. wanted Business Briefs too, and told me that the Marketing bibliography is excellent. He is a Pomona resident, but his offices are in Newport Beach. He, too, was excited about specifications and standards. Both men agreed that their taxes were being well spent for a change.
>
> Mr. M. was most enthusiastic and immediately asked if I could prepare copy for a promotional type letter explaining the program. He will hand deliver these with copies of our Public Relations, Accounting and Personnel Management bibliographies to each of the thirty stores on the mall.
>
> Visited B. Company this morning and spoke with J. B., their chief chemist. He was favorably impressed with our journal collection and was surprised to see Analytical Chemistry listed. I then told him

> we have the Kirk-Othmer Encyclopedia of Chemical Technology and Snell-Hilton's Encyclopedia of Industrial Chemical Analysis. He wanted a library card and will distribute our bibliographies to the appropriate people at B. Company.
>
> I met with Mr. J. S., Union official. Very interested in the "Finding a Job" bibliography. I left several for him to pass out as his office also does placement of retail clerks. He has used the library and will continue to do so. Thinks program is great.
>
> Mr. S. is an official of L. A. C. F. A very congenial interview. He asked for more copies of some of our bibliographies and said that he would pass them out among his employees. He does not think that the concessionaires at the Fair would need library help.
>
> Had a very brief appointment with Mr. R. B., a realtor. He was surprised to see everything that we had listed on our bibliographies and commented several times that he will have to come down to the library for a visit.
>
> One of Pomona's important retail merchants, Mr. M., was very interested in the library program as he is a 'self teacher' type and will encourage his employees to use these bibliographies to train themselves.
>
> While on C-desk today, a young woman holding a copy of our Personnel Management bibliography asked for Blake & Morton's The Managerial Grid. I was pleased.

The final reports of the two Project Librarians yield these evaluations of the "mini-bibs." First, from Mrs. Boche:

> We gave these booklists to all the people we interviewed after they were published, and in some cases mailed them to people we had already seen. Ordinarily we didn't give the biblio on Shop Supervision to a banker, but one banker asked for it saying that his bank makes loans to industries and is therefore interested in the client's safety program. The same applies to insurance brokers. Our experiences demonstrated that these bibliographies were evidence to the people we talked with that we knew what we were talking about. When a stock-broker looked over the list on Investing and saw two titles which he regularly recommends his clients read, he quickly recognized that we were informed in his field and that the library did, indeed, have information sources that he, his staff, and his clients could use. A salesman almost always brings some kind of literature about his product to his prospective client. In the case of "selling" the services of the Public Library the mini-bibs clearly defined the types of literature available.[3]

Mrs. Winegar's comments re-inforce, and perhaps broaden, the observations made by Mrs. Boche:

> These booklists were always very well received. I feel very strongly that these booklists were one of the most successful things we did. Rather than just going to a businessman and saying that the library has a lot of business books (which would be dismissed by them as an enpty statement), we were able to present them with the real evidence, an impressive list of important books. This way, the project was respected and they knew that we were really serious about our promises. To the businessman the brochures were very helpful. They could be used as reading lists and sent to other employees, or they could tell certain people to read certain specific books. The brochures remained with them after we left so that there was something to remind them of us. Several times men appeared at the reference desk, list in hand, looking for these books.[4]

F. CONCLUSIONS.

There appears to be ample evidence that fairly specialized bibliographies in the form of attractive lists are useful in a library program for businessmen. However, the subjects should be chosen carefully with the profile of the actual local Economic Community kept clearly in mind. Topics which have appeal to librarians may not necessarily prove to be popular with businessmen. While individual businessmen may be impressed with a complete list of periodicals, for instance, they are more apt to find a shorter bibliography on a subject such as Management or Marketing to be of greater use. It goes without saying that booklists should, except in unusual cases, be limited to the materials available in the local library.

It is not possible, from the evidence available, to determine the optimum number of lists or the number of subjects which should be covered. Unfortunately, the limitations of time and funds prevented further development of the "mini-bib" aspect of the Project, both in terms of the number of lists prepared and methods of evaluation. It would seem that there is virtually no limit to the variety of topics available. Some that might be considered include subjects such as: salesmanship, employee motivation, safety, taxes, planning, insurance, purchasing, shipping and warehousing, advertising media, office management and practises, recruitment, computer usage, and contract negotiations. Some of these topics were treated originally as a part of a larger category such as Management or Personnel Supervision; others are relatively distinct.

The "mini-bib" program's effectiveness might be further enhanced through the use of specialized mailing lists. This more personal approach seems better suited to attract potential users than the broader "shot gun" approach often used. It would seem that a shorter booklist containing the most pertinent, up-to-date references would be helpful in areas where information becomes outdated quickly.

There can be little doubt that an attractive format begets readers, whether of books, magazines or booklists. Therefore, unusual cover designs and the use of colored inks and paper improved the reception of the "mini-bibs." By using an IBM Selectric typewriter with a variety of type fonts, the text assumed a more readable appearance; by placing titles in Italic the traditional underlining was avoided. Establishing an appealing format for a series of booklists is only partially dependent upon money. Much can be accomplished through creative use of the equipment, talent, and techniques available in even a modest situation.

One of the questions which must be answered in such a program as this is the obvious one: "How many copies shall we make?" Unfortunately, there are few guidelines. Providing that a limited number of copies does not discourage or intimidate those who are responsible for distribution, there seems to be some logic in producing fewer copies. This may dictate future reprinting. However, if so, there is the additional advantage of up-dating the list if important new material has been acquired or experience shows that some items should be eliminated from the booklist. If a booklist has been printed in large quantities there is frequently a tendency to keep on using it rather than prepare a new one, even though newer acquisitions are not represented. Besides, "familiarity breeds comtempt," to apply an old cliche. There is a limited audience for each such booklist and "saturation of the market" by failure to retire booklists will probably result in a type of overexposure which adds further proof to the businessman's concept of the library as full of "old" and irrelevant materials. Finally, it is easier to explain that the library has exhausted its supply of a booklist because of unexpected demand than to rationalize why hundreds, or even thousands, of copies must be thrown out because they are no longer popular or useful.

The "mini-bibs" used in Pomona, and later in the cooperating libraries, usually contained reference to periodicals as well as books. Several lists also drew attention to various business "services" by grouping them separately. The Marketing "mini-bib" even listed several phonograph recordings on salesmanship. It is recommended that these booklists become even more versatile in the future. Besides books, periodicals, services and phonograph records, depending upon their availability in the local library, films, tapes, microform, and other media should be considered wherever relevant. In the case of 16mm films and similar audio visual material, the library may wish to deviate from the rule that it includes only items it can provide from its own shelves. Here, it is perhaps practical to cite sources which the library has access to outside its own four walls - such as film circuits, Library System resources, etc. Certainly, the availability of films through the public library continues as a novel idea to those not familiar with the contemporary public library. Yet, films and other audio visual materials are highly capable of opening new doors and making friends for public libraries in the business community. Therefore, such items should be considered an integral part of every booklist.

It would seem, in balance, that the business and industry Demonstration Project provided an excellent opportunity for the use of well-designed lists of library materials. The experience acquired through this Project should be useful to those planning similar programs in the future. As one of the Library Representatives remarked: "The best salesman carries samples of his product with him. Since we can't take the whole library along, the "mini-bib" is the best evidence we have of our capability to be of service."

FOOTNOTES

[1] Boche, op. cit., p. 11.

[2] Meyer and Rostvold, op. cit., p. 80.

[3] Boche, op. cit., p. 13.

[4] Winegar, op. cit., p. 9.

CHAPTER XI

MISCELLANEOUS PROJECT PUBLICATIONS

In the preceding chapters, two special publication efforts have been discussed: *Business Briefs* and the "mini-bib" series. Several other publications were produced by the Pasadena and Pomona Public Libraries during the course of the Projects; still more were planned or given consideration. This chapter is devoted to a description and discussion of these miscellaneous publications.

A. PUBLICATIONS IN PASADENA.

As noted in Chapter X, the Pasadena Public Library chose not to participate in the "mini-bib" program. Instead, they designed, printed, and distributed two special brochures: (1) *We're Loaded...*, and (2) *Finding Answers Is Our Business*. In addition, the Business Industry room and its services were listed in a new edition of the library's general information brochure, *Welcome to the Pasadena Public Library*.

The first publication, *We're Loaded...*, was cleverly designed with a minimum of type for maximum impact. The cover of the 5½"x 8" brochure contained the two words, printed in bold capitals, WE'RE LOADED..., with the elipses serving to encourage the individual to turn the page. Inside, the layout was not a great deal more complicated. On the left-hand side the text continued in bold lower case type:

> ... with information
> in
> BUSINESS
> SCIENCE
> TECHNOLOGY

On the opposite page there appeared a telephone dial with the legend, BUSINESS INDUSTRY arranged around the outside with the telephone number in the inner circle. Below this, in capitals, was the pronouncement: WE ALMOST NEVER SAY NO, AND WE'RE FREE!! followed in much smaller type by the name and address of the Pasadena Public Library. The back of the brochure was used for a list of seven typical questions which the department regularly answers. These were selected because they seemed to typify the needs of businessmen for a variety of information. The questions radiated from a bold faced question mark with the legend, also in bold type: WE ANSWERED THESE appearing above. In the right-hand bottom corner were the three words, "AND MANY MORE." The brochure was printed in black ink on a textured stock, light orange in color.

The Pasadena staff claim good results from this brochure, including a flurry of telephone calls from businessmen. Certainly, it is a departure from the traditional library pamphlet which threatens to innundate the reader with information - much of which is of little or no interest to him. Some may wonder at the use of the word "almost" in the slogan, or the inclusion of the term, "We're free," a virtual hallmark of public library service. These words were used after careful consideration by the staff. The stark simplicity of the design and the straightforwardness of the message dramatize the new departure in service.

The second publication was considerably more ambitious. A sheet 11" x 35" in length was folded accordian style, with one side featuring an impressive graph of AMERICAN BUSINESS ACTIVITY SINCE 1790 running for nearly the full length of the brochure. Above this, some of the more significant publications in the Business-Industry Division were listed under the headings, "Investment Services," "Advisory Services," "Directories," and "Newspapers." More than thirty titles were included, along with brief annotations. A note indicated that the library also had "550 annual reports from major corporations," as well as a variety of other pertinent publications. On the verso of the sheet was an explanation for the chart and a page carrying return address information and the bulk mailing permit. The brochure folded to an 8-3/4" x 11" size for distribution. Both brochures were mailed to those receiving *Business Briefs*, and quantities were available for pick-up at the library.

Once again, there is no way to measure the effectiveness of these brochures. Library staff claim the response has been good - hard facts to support this impression are no more available here than in the case of many other aspects of the Project. The "WE'RE LOADED..." pamphlet may well stimulate a response, but aside from calling attention to the telephone number, there is little reason to suspect that the reader will refer to it in the future. On the other hand, the unique business graph which presents data from 1790 to 1970 might intrigue the recipient and prompt him to keep the brochure on file, post it in a prominent place, use as reference and as a reminder of the library. (It seems unfortunate that the source of the graph and its explanation are not cited in some way.)

B. ADDITIONAL PUBLICATION EFFORTS IN POMONA.

With the "mini-bibs" under way and the visitation program launched, it was soon evident that some kind of general brochure describing the Project would be helpful to the Library Representatives. The result was a relatively simple brochure printed in green ink on both sides of a standard 8½" x 11" sheet. It was designed to be folded twice, reducing it to a 3-3/4" x 8½" format. On one third of the front appeared the BI-INFO logo. In the center panel the library's return address was printed, while the remaining third of that side explained that the Project was, in fact, a Demonstration Program funded by Federal funds through the California State Library.

The inside of the opened brochure had information grouped under three major headings which were arranged in large capital letters along the left margin: "B&I Info is," "New B&I Services Include," and "B&I Info Publishes." Under the first of these headings there appeared a terse explanation of the objectives of the pilot project. The next section called attention to some of the more important services such as telephone reference, pick-up and delivery, visits by Library Representatives, and the availability of MCLS resources. The final section described *Business Briefs*, mentioned the "mini-bibs," and the list of B&I Periodicals.

Although this brochure may have served its rather functional purposes well, it would have gained greater readability through use of larger type for the text, and perhaps some kind of illustrative matter. It would seem that more attention could have been focused on the new and expanded services, rather than sandwiching this in between less important items. Perhaps the brochure was most useful in succinctly conveying the purpose of the Project and getting across the fact that it was experimental in nature. Copies of the brochure were distributed by the Library Representatives during the course of their visitations. Some copies were mailed and others handed out at meetings in the library.

C. CONCLUSIONS AND RECOMMENDATIONS.

A Project of this type appears to require the use of a variety of publications. Some of these can and should be developed in advance, such as a brochure describing the nature of the program. On the other hand, unforeseen opportunities seem to arise during the course of the project to use publications which tend to capitalize on particular aspects of the program. Since a good deal of "mileage" may result from these, it is essential that time, talent, and funds be set aside for capitalizing on such "serendipity."

As in the case of most library programming, sufficient funds were not earmarked for miscellaneous publications, nor were the mechanics established for taking advantages of the opportunities which occurred. Among other things, it seems that a full scale program of this kind requires a special awareness on the part of the staff, and the ready availability of talented personnel committed to compose, edit, and produce a wide variety of publications. In this instance, the publications in the Pasadena Public Library had to be prepared by the staff of the Business Industry Division, then commercially printed. In Pomona, recourse was had to the Public Information Assistant and the library's duplication section. However, since these individuals were already carrying a full load, the special publications had to be sandwiched in between other assignments which competed for priority and time.

To some extent, because of the brevity of the Demonstration Project period, the reduced funding, and the deadlines set for Project completion, those responsible for this program can be excused for having failed to fully capitalize on the possibilities of additional miscellaneous publications. On the other hand, those anticipating a program of this type should be forewarned to anticipate this need and to provide the necessary resources for its fulfillment.

CHAPTER XII

THE PUBLIC INFORMATION PROGRAM: ANOTHER DIMENSION

The importance of an intense and sustained public information program in any attempt to reach businessmen was repeatedly emphasized in the findings and recommendations of the Meyer-Rostvold study. The need for increased and improved public information ranked second only to the desire for improved collections among the businessmen interviewed:

> The intended users of the expanded services expressed their desires first for an improved collection; second, for a public information program to imform them of what the library has that might be of assistance to them; and third, a variety of special services to help them exploit those resources most effectively. It is axiomatic that if we wish to serve this audience, we should give top priority to those festures in our planning.[1]

Those planning the Demonstration Project made a special point of this aspect in the description of the proposed Project which accompanied the formal Proposal to the California State Library:

> Still another objective is based upon the fact that the Meyer-Rostvold study confirmed the theory expressed in the Bonn study, among others, that a major obstacle to public library use by businessmen is their lack or awareness of the public library's desire or ability to be of service to them. The Meyer-Rostvold study also revealed a clear relationship between a person's degree of awareness of such services and the amount of use he makes of them. Therefore, an intensified public information program designed to increase the community's awareness of the services will be conducted to test various media and methods to determine the most effective way, or ways, of encouraging the economic community to use specialized collections and services.[2]

Before going on to review the public information activities carried out during the course of the Project, it is essential that the reader understand that the approval and funding of the Project for a one-year, rather than a two-year, period as originally requested, resulted in a reordering of priorities which seriously affected a number of intended programs including public information. The need to concentrate attention on the development of resources and staff so as to fulfill the most basic objectives detracted from the intended emphasis on public information. Therefore, instead of a well-planned, carefully structured, and fully executed public information program, this activity became relatively incidental. This is not so say, however, that those involved with the project were unaware of the need for extensive public information or did not try to take advantage of opportunities as they arose.

A. PUBLIC INFORMATION DEVICES.

Several of the primary and more experimental devices used for public information have already been presented in the foregoing chapters: (1) *Business Briefs*, (2) the "mini-bibs," and (3) miscellaneous brochures and publications. In each case these items were written, and to a large extent, produced and distributed by the libraries involved. They were done at the option of the libraries and did not involve the judgment of media professionals outside the library. The success and shortcomings of these publications have been discussed and need no further description.

The remainder of this chapter will be devoted to the use made of other media such as newspapers, house organs, radio, etc. Generally speaking, the use of these media require a different approach and to a degree test both the library's ability to formulate stories acceptable to mass media and the "saleability" of the program itself. In other words, a library can issue whatever materials it wants to publicize its own programs, but to justify newspaper space, radio time, etc., the library must compete with every other agency trying to capture the attention of the community.

B. USE OF THE NEWSPAPER.

Public information, or publicity as it is usually referred to, is most often related to and measured by use of the newspaper. Librarians, like others, often assume that the publication of a news story or a feature article in the local or regional newspaper is a sign of success if not achievement. Unfortunately, there is an over-reliance on the impact a single newspaper item might have.

No record was kept of the exact number of stories sent to newspapers concerning the project, or the percentage of these which were published. The approach to the newspapers included staff written articles, ideas and outlines sent to newspapers, personal contacts with reporters to secure feature articles and mention by columnists. The concentrated program of news and feature coverage originally intended was hampered by the prolonged period of preparation and the many unexpected changes and delays which meant postponement of the Project's inauguration. There was also some concern that major publicity should follow, rather than precede, the initiation of the Project so as to minimize the possibility that announcement would precipitate requests which the libraries were as yet unprepared to fulfill.

The news stories which were published during the course of the Project suffered the usual misadventures: condensation of well-written material into almost meaningless items, publication delayed beyond the point of effectiveness, inconspicuous placement on obscure pages, failure to publish carefully composed news photographs, consolidation of a major pictorial feature into a small photo accompanied by a caption rather than the intended article, etc. The Public Information Assistant at the Pomona Public Library who was charged with the major responsibility for newspaper publicity, found it difficult to interest the local and metropolitan newspapers in different facets and approaches. The initial announcement of the Project in both Pasadena and Pomona received reasonable press coverage including special articles written by newspaper reporters. However, follow-up articles on particular aspects of the Project were less favorably received, and sometimes were viewed as redundant.

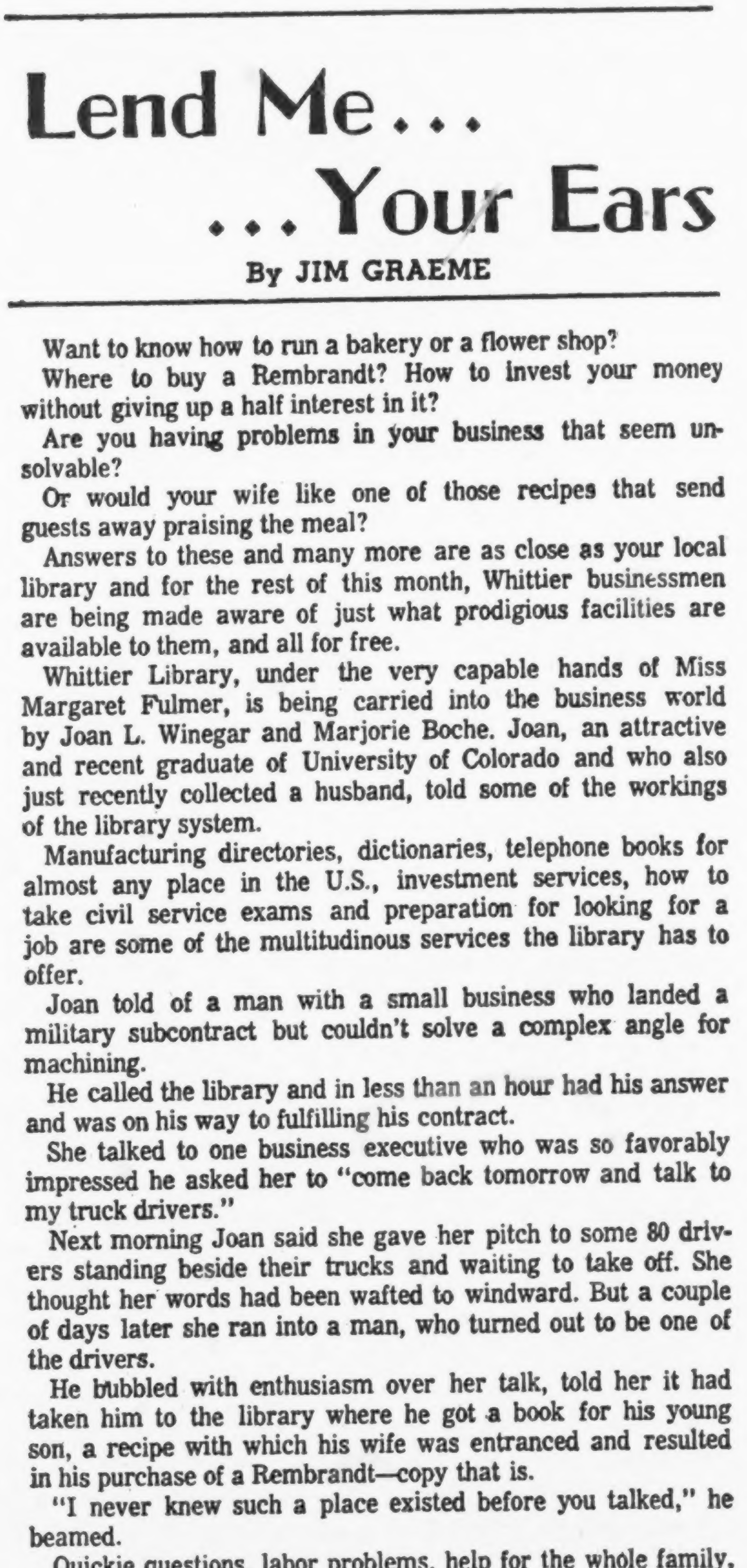
An analysis of newspaper articles concerning the Project is interesting. There is a fairly uniform reliance on the novelty of typical business questions to capture the initial interest of the reader. The fact that the public library offers a service to answer such questions is usually treated as a surprise - unexpected but appreciated. What librarians commonly take for granted as general public knowledge is often expressed as something new and special - for instance, telephone reference service, which received mention in many of the stories. Most of the items used quotations, usually derived from conversations with librarians and Project staff.

Because news releases were sent to a variety of papers, there is no record as to the total number of papers in which articles or features appeared. Sometimes items appeared in local or regional papers weeks or months after they were originally released. Perhaps this is a commentary on the "newsworthiness" of library programs in the minds of editors, or at least an indication of the priority commanded by such stories in the local market. Several articles appeared in the various regional supplements to the *Los Angeles Times*. These were relatively brief and summary in type. A number of these occurred as a consequence of the final phase of the Project in which the Library Representatives attracted attention as they introduced the program to additional communities in the metropolitan area.

The Pasadena Public Library's new Business Industry Division and its activities were given coverage in the local newspapers, including an excellent article near the conclusion of the Project. One of the more colorful pieces of coverage occurred in connection with the appearance of the Library Representatives in Whittier. There, a columnist for the *East Whittier Review* interviewed one of the Library Representatives and wrote the column reproduced as Figure XII-1.

FIGURE XII-1

NEWSPAPER COLUMN BY JIM GRAEME ON PROJECT[3]



Lend Me...
...Your Ears

By JIM GRAEME

Want to know how to run a bakery or a flower shop?

Where to buy a Rembrandt? How to invest your money without giving up a half interest in it?

Are you having problems in your business that seem unsolvable?

Or would your wife like one of those recipes that send guests away praising the meal?

Answers to these and many more are as close as your local library and for the rest of this month, Whittier businessmen are being made aware of just what prodigious facilities are available to them, and all for free.

Whittier Library, under the very capable hands of Miss Margaret Fulmer, is being carried into the business world by Joan L. Winegar and Marjorie Boche. Joan, an attractive and recent graduate of University of Colorado and who also just recently collected a husband, told some of the workings of the library system.

Manufacturing directories, dictionaries, telephone books for almost any place in the U.S., investment services, how to take civil service exams and preparation for looking for a job are some of the multitudinous services the library has to offer.

Joan told of a man with a small business who landed a military subcontract but couldn't solve a complex angle for machining.

He called the library and in less than an hour had his answer and was on his way to fulfilling his contract.

She talked to one business executive who was so favorably impressed he asked her to "come back tomorrow and talk to my truck drivers."

Next morning Joan said she gave her pitch to some 80 drivers standing beside their trucks and waiting to take off. She thought her words had been wafted to windward. But a couple of days later she ran into a man, who turned out to be one of the drivers.

He bubbled with enthusiasm over her talk, told her it had taken him to the library where he got a book for his young son, a recipe with which his wife was entranced and resulted in his purchase of a Rembrandt—copy that is.

"I never knew such a place existed before you talked," he beamed.

Quickie questions, labor problems, help for the whole family, the answers are all at your local library, said Joan. Just ask.

★ ★ ★

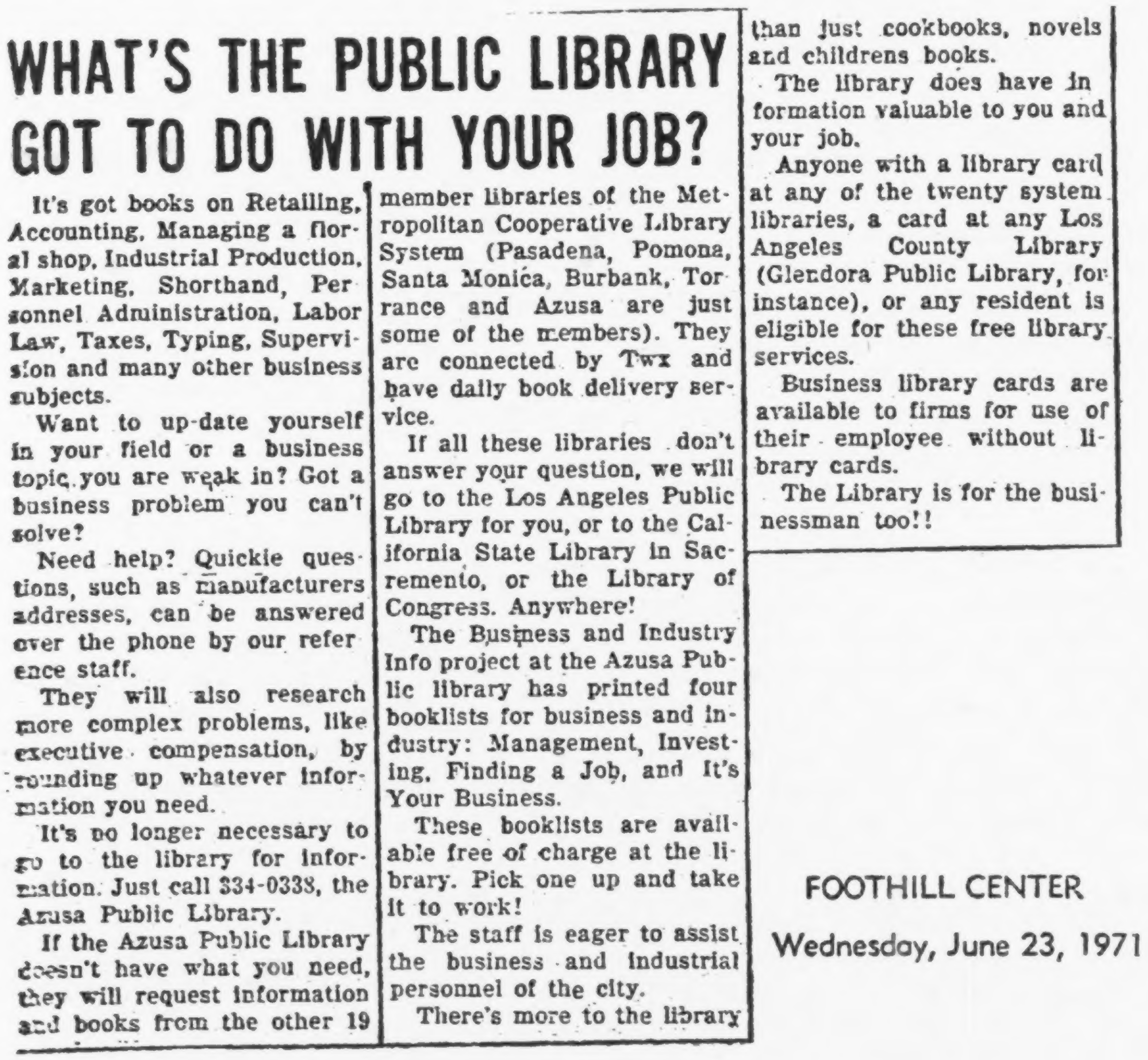
4—EAST WHITTIER REVIEW Whittier, Calif., Sun., Apr. 18, 1971

C. THE SHOPPING NEWS, HOUSE ORGANS, AND COMPANY NEWSLETTERS.

In the course of their work, the Library Representatives found a number of opportunities to submit articles not only to local newspapers, but also to a variety of house organs and publications of shopping centers. Perhaps, because of the somewhat different orientation of these periodicals, they appeared quite eager to publish articles describing the Project and the services of the public library available to businessmen. Again, examples of these articles were not collected and it is not possible to determine what affect they might have had. A typical item is reproduced in Figure XII-2, this having appeared in the *Foothill Center Shopping News* which has a reported distribution of 20,000 copies, covering a portion of the East San Gabriel Valley strategically located between Azusa, Covina and Glendora.

FIGURE XII-2

TYPICAL ARTICLE APPEARING IN A "SHOPPING NEWS" TYPE PUBLICATION[4]



WHAT'S THE PUBLIC LIBRARY GOT TO DO WITH YOUR JOB?

It's got books on Retailing, Accounting, Managing a floral shop, Industrial Production, Marketing, Shorthand, Personnel Administration, Labor Law, Taxes, Typing, Supervision and many other business subjects.

Want to up-date yourself in your field or a business topic you are weak in? Got a business problem you can't solve?

Need help? Quickie questions, such as manufacturers addresses, can be answered over the phone by our reference staff.

They will also research more complex problems, like executive compensation, by rounding up whatever information you need.

It's no longer necessary to go to the library for information. Just call 334-0338, the Azusa Public Library.

If the Azusa Public Library doesn't have what you need, they will request information and books from the other 19 member libraries of the Metropolitan Cooperative Library System (Pasadena, Pomona, Santa Monica, Burbank, Torrance and Azusa are just some of the members). They are connected by Twx and have daily book delivery service.

If all these libraries don't answer your question, we will go to the Los Angeles Public Library for you, or to the California State Library in Sacremento, or the Library of Congress. Anywhere!

The Business and Industry Info project at the Azusa Public library has printed four booklists for business and industry: Management, Investing, Finding a Job, and It's Your Business.

These booklists are available free of charge at the library. Pick one up and take it to work!

The staff is eager to assist the business and industrial personnel of the city.

There's more to the library than just cookbooks, novels and childrens books.

The library does have information valuable to you and your job.

Anyone with a library card at any of the twenty system libraries, a card at any Los Angeles County Library (Glendora Public Library, for instance), or any resident is eligible for these free library services.

Business library cards are available to firms for use of their employee without library cards.

The Library is for the businessman too!!

FOOTHILL CENTER

Wednesday, June 23, 1971

House organs and company newsletters also seem to be a fertile area for dissemination of news about library services for the businessman. The Library Representatives reported a number of instances in which they were asked for an article or item which might appear in such a publication. The circulation of some of these are local in nature while others cover a substantial area. Articles for these must be carefully written and slanted to the particular audience. Several manufacturers, financial institutions, and trade organizations, as well as professional groups, asked for "something to put in our publication." While obliging wherever possible, the Project staff recognized the specialized nature of this demand and the need for trained staff to capitalize and follow up on such opportunities. To be effective, the writer of material for these publications must not only have the necessary skills but also the *time* to research back issues to determine the most likely approach, cultivate sources and contacts, etc. The potential of using publications of this type may be vastly greater than the "shotgun" approach characteristic of the more generalized article appearing in the daily newspaper.

D. RADIO ANNOUNCEMENTS.

During the early planning stages of the Project the use of radio and television was discussed. It was agreed that both of these media held a potential of unknown value to the project. It was decided that emphasis should be given radio because the localized nature of the Demonstration Project did not lend itself to the broad metropolitan coverage of television. Therefore, during the course of the program, releases were sent to six radio stations in the area. The lack of staff time precluded the preparation of special spot announcements and no regular radio programs were developed, though concepts for several were discussed. There is no information as to the use made by the various stations of the general releases or the reaction of listeners.

The single exception to this experience with radio concerns the efforts made by Mrs. Winegar who responded to a specific request of a radio station in one of the participating library communities. She prepared a list of some twenty-five topics which might be covered relating the public library to the Economic Community, along with several sample spot announcements, each geared to a different segment of the radio audience. The spot announcements included here concern (1) the general audience, (2) investors, and (3) those seeking employment:

1. General:
   Bad day at work today? Can't locate a manufacturer in Indiana or Tokyo? Union negotiations are coming up and you don't know where your company stands against others? Need to patent an invention? Can't find a formula for making a complex angle?
   The public library has a thing going that may be news to you.

Starting today, take your problems to the professional problem solvers at the public library by phone. If the public library can't answer, maybe its 19 sister members of the Metropolitan Cooperative Library System can. All 20 members and their entire collections are at your fingertips. How much does it cost? Nothing - it's all free to all businessmen and residents. Call your local public library today.

2. For Investors:
What were the dividends paid by Ingersoll Rand in 1970? Annual sales figures for Johns-Manville? Security Exchange Commission Code for buyers or sellers? Mutual bond progress? Soybean futures?
Before you invest, investigate! Read Forbes, the Wall Street Journal, and Barrons National Business & Financial Weekly. Use Moody's Handbook of Common Stocks, Standard & Poor's, and other investment services. Sound expensive? It's not. It's all free at the public library. Investigate before you invest; and do it at your local library!

3. For the Unemployed:
Got two weeks notice and no place to go? About to start unemployment, but what you really want is work? Laid off? Unemployed? Who's hiring? Feet tired from pounding the pavement?
Stop in the public library and save your aching feet. Read all the local newspaper want ads free of charge. Use manufacturer's directories and commercial listings to locate firms which want your skills. What's free any more? Your public library, that's what! Visit it today. You'll find that it's a "Friend indeed when you're in need" -- for information, that is!

Again, as in the case of other types of public information, the potential of the radio is best realized when the library can utilize the services of a person knowledgeable in this area of communications. Contacts must be established and maintained, the market provided by any particular station understood, the advantages and disadvantages of broadcasting at a particular time, the type of message to be used, etc., are matters best placed in the hands of a person experienced in this field of communications. The usefulness of radio to publicize library service to businessmen was not resolved during this Demonstration Project.

E. POSTERS.

Soon after the visitation program began, the Library Representatives in Pomona indicated the need for materials they could leave behind them as evidence of their visit and as information which could be passed on to others in the organization. Two of the items recommended have been discussed; the general brochure describing the Project, and the "mini-bibs." A third piece suggested was a poster, small enough to be placed on employee bulletin boards but attractive enough to draw attention.

Like other facets of the Project, the design and production of such posters had to compete with the full load associated with the regular operations of the library. Therefore, it was not until very late in the program that time was found by the staff artist to create the desired posters. Four designs were eventually produced. Each presented in a different way, the general message: "If you have problems at work, you need information; call your Pomona Public Library." Two of the posters were printed on offset using heavy yellow paper and colored ink, and two on magenta stock. The posters measured 10" x 14". These were mailed, or otherwise distributed, to local firms with a request that they be posted on employee or staff bulletin boards. In doing follow-up visitation the Library Representatives had occasion to note that the posters had been used in a number of instances.

Again, it is impossible to ascertain how the use of a medium such as posters affect library usage. However, the library received many favorable calls commenting on these. The posters provided one more reminder of the library's interest in the businessman and his problems; they called attention to the easy availability of the public library as an information resource geared to answer questions and provide facts. These posters accentuated the "problem solving" aspect of information and the orientation of the public library to this type of service. Used in combination with the visitation program, the distribution of the "mini-bibs" and other publications, posters probably had greater affect than had they been distributed at random - but this again is an assumption.

F. CONCLUSIONS AND RECOMMENDATIONS.

It seems clear that there was every intent in the original program proposal to conduct a full-scale public information program in conjunction with the Project. However, it is equally evident that this did not occur. The reasons given include the uncertain duration of the Project, preoccupation with other facets of the program, lack of funds, and local circumstances which limited the availability of qualified staff time. Perhaps the greatest error was in underestimating the amount of time the public information aspect of the Project would merit and the many avenues worthy of approach. Neither the Pasadena nor the Pomona Public Libraries, apparently, were prepared or equipped with the staff and/or facilities needed to meet the full potential. Instead, due to a lack of foresight, resources, planning, and whatever else, much of the work in this area evolved on the Project Librarians. Whether equipped to do so or not, they found themselves writing news releases, providing information for company newsletters and trade publications, and preparing radio spot announcements. Public information proved to be less a program than a reaction to opportunity and circumstances. This, in turn, resulted in (1) a considerable unevenness of coverage, (2) an inability to follow through effectively or to develop potential opportunities for publicity, (3) failure to consistently gather copies of all published articles, (4) lack of any criteria for evaluation of effectiveness. While these shortcomings can be itemized with some ease, they are not peculiar to this project. Unfortunately, inadequate public information seems almost characteristic of most library projects and programs.

Based on this recent experience, it is recommended that when future projects are undertaken, the Public Information Program should be structured simultaneously with the other facets of the project and that adequate funds be earmarked and *spent* in securing the assistance of staff qualified by virtue of experience and training in this highly specialized field. Money must be available for a variety of publications to be prepared prior to the opening and during the course of the project, with sufficient reserves to capitalize on opportunities chanced upon during the course of the program.

As in the case of other aspects of the Project, public information requires appreciable lead time for the development of contacts with media representatives, exploration of story ideas, and the production of news and feature articles as well as other types of publications. An artist must be available for cover drawings, posters, and general layout. If the library does not have, or cannot make available, its own reproduction equipment, someone familiar with commercial printing operations must determine which printers can best meet the needs of the program. Since the library is competing for the time and attention of the businessman, attractive, colorful and well designed products are a necessity. Such a level of quality goes far beyond the capabilities of the mimeograph.

In planning the Public Information Program, special attention should be paid the importance of good timing for all publications, and particularly news releases. Both Project Librarians commented on the desirability of having news stories appear in advance of their programs of visitation in the various communities. These stories would serve to awaken curiosity as well as bring about an initial awareness. They also provide a "hand hold" for those who must make the first direct contacts: "As you probably read in the local newspaper last week, the library is initiating a new program of service to businessmen," is an easier opening line than the blunt: "We are starting a new program of library service to businessmen." By alluding to a previously published article, the Library Representative projects an assumption that the businessman has read his local paper and therefore has a basic acquaintance with the project.

Failure to provide for a full-scale Public Information Program in conjunction with this Project has affected the result in many ways. The

Project staff has had to spend appreciable amounts of time and energy writing news stories and preparing publications. This effort should have gone into other activities for which they are uniquely trained. News coverage has been limited; use of radio and other media has been minimal, and few specialized publications were developed. Certainly, no plans for a continuing Public Information Program have been evolved.

It seems reasonable to believe that a thorough Public Information Program would have enabled the Project to come closer to the achievement of its objectives. Sight must not be lost of the fact that businessmen pointed to inadequate public information as the library's second greatest deficit. The step taken to remedy this deficiency during the course of the Project was a positive but small one. Criticism here falls not on those who were charged with the responsibility for public information during the Project, but rather failure of those concerned with the basic planning to fully appreciate the demands of the program and to provide adequate sustenance. Although challenged by a variety of restrictions and priorities, hindsight would seem to indicate that a somewhat larger portion of the total grant should have been channeled into the Public Information Program by those in charge. The expenditure of a few thousand dollars on this aspect might well have made an appreciable difference in both the short and long term results of the Project. In summary, it appears that the Project fell somewhat short of fulfilling the seventh of the key recommendations made by the authors of the Meyer-Rostvold study:

> "7. *Public Information: An active program to acquaint the Economic Community with services and facilities of the public library must be carried on vigorously.*"[5]

FOOTNOTES

[1] Meyer and Rostvold, op. cit. p. 73.

[2] Appendix I, p. 2.

[3] East Whittier Review, April 18, 1971. p. 4.

[4] Foothill Center Shopping News.

[5] Meyer and Rostvold, op. cit., p. iv.

CHAPTER XIII

MULTIPLYING THE EFFECT THROUGH WORK WITH GROUPS

The emphasis of the Meyer-Rostvold study was on contact with individuals. Perhaps it was because of this that the seemingly obvious possibility of multiplying the effectiveness of the Project Librarians through contacts with groups was not structured into the original program. Except for recommendations concerning the desirability of library-sponsored meetings relating to subjects of interest to businessmen and the possibility of group tours, the Project was aimed at the individual. However, not long after they began their rounds of visitation, the Library Representatives found themselves invited to address groups of employees of various sizes. Whatever misgivings might have accompanied the acceptance of these invitations were quickly dispelled. Some of the experiences are best related by excerpts from the monthly reports of the two Library Representatives.

> Called at H. Company and asked for the President, Mr. S. H. Company is new to the city. Mr. S. will be there for only one year. He liked the bibliographies and the welcome from us and others here in Pomona. Called back two weeks later to ask me to do a presentation for all of his department heads.
>
> Met with the department heads: Messrs. R.K., Manager of Engineering; R. W., Production Control; F. D., Manufacturing Engineering; L. H., Quality Control; and R. L. E., Personnel. They are interested in organizing a self-study program for their shop personnel to prepare them for promotion to supervisors and foremen. I assured them that we can be of assistance in this undertaking. They also wanted to know if they can borrow films from Los Angeles Public Library, and wondered if they could go directly to the State Library for specs. Their telefacsimile machine is not compatible with the one at Sacramento, so again, no.
>
> At the invitation of Mr. O. and Mr. W. at G. D., I made a presentation to several engineers including a Mr. B. and a Mr. J. and the library staff which is now supervised by Mr. G. S. D. A. and her four clerks were there in addition to Mr. P., head of the Specifications and Procedures Section. They are interested in our "limited" bibliographical service, union lists, connections with California State Library and L.A.P.L. for specifications and standards. Since then C-desk has received numerous calls from G. D. for information and reprints on a variety of subjects.
>
> I met today with Mr. H. W. and his immediate staff at P.F.F., a financial institution. This was a most enthusiastic group. I was asked to return to the branch managers' meeting. The branch managers were also

> enthusiastic. Library cards were given to five of the ten attending. A thank-you letter was received and a brief write-up appeared in their employee newsletter.
>
> At Mr. E. K.'s invitation I spoke at the Pomona Central Business District's Board of Directors meeting. This presentation was a smashing success! About twenty people attended and thirteen of the attendees requested library cards. My speech lasted ten minutes and several questions followed. A full set of our materials were left at each place, and most all were taken home.
>
> Mr. W., of the P. V. Personnel Association, was so impressed with our service that he called Mr. R. and suggested that I be given some time to speak at the mext meeting. Mr. R. requested copies of our materials and called back to say how marvelous they are. I was asked to lunch to give a five minute pitch for our program. I didn't realize how well we were doing on reaching people until I realized that out of that meeting Mrs. Boche and I had already contacted six companies. Thirty-five people attended, representing about twenty firms, perhaps ten of which are in Pomona. When I finished my presentation with "Please don't chalk us off your list until you give us a try," I heard men saying, "Boy, no I sure won't," "That's great." All the materials which were placed at each seat were taken by the attendees.

This discovery of the "group presentation" as an effective way of getting the message across to more people in less time should probably be considered akin to re-inventing the wheel. Yet it appears to have been a phenomenon somewhat unexpected in the context of this project. Those involved with the project considered it to be a major technique to be developed for future use. Both Library Representatives included fairly long appraisals of their experience with groups in their final reports. Mrs. Boche identified four types of groups:

1. Professional Organizations
2. Service Clubs
3. Three or more people within a company who had been invited by the person with whom we had the original appointment to be present.
4. A spur-of-the moment "Wait a minute, I want my Industrial Relations Director to hear this."

Mrs. Boche continues by explaining that most of her experiences were with the third and fourth types, giving these examples:

> I talked to a prearranged group of six executives at M. H. in Pomona, and to another prearranged group of twelve including the technical library staff at G. D. Later that week I ran into a man during lunch at the local deli who came up to me and told me what a good presentation I had made and how pleased everyone present had been to learn all about the library. In Torrance I was asked to talk to the five top executives in the CPR Division of U. There were two PhD Chemists, the Plant Manager, the technical group leader and one other. After I had finished, they all

> wanted library cards, and the plant manager wanted me to come back in a week or two to talk to the secretaries.
>
> I walked into a firm named A., and after I started to tell the president about our program he asked me to wait while he called in his entire executive staff: Vice President, Project Engineer, Personnel Manager, Purchasing Agent, and Technical Director. One of the people present had actually used the MCLS which gave credence to my words. At E. Company they had assembled eight of the executive and administrative secretaries to hear me. Some of them had already used the library, but others were surprised at what could be done for them by telephone. In Azusa one executive asked me to come back to explain the program to all (12) of his division managers.
>
> The last category is fairly common. In all cities we found ourselves talking to two people instead of the one with whom we had made the appointment. Frequently, the second person is in charge of the company news bulletin, but in any case the broader the coverage the better for the dissemination of the message.[1]

Mrs. Winegar provided a somewhat different analysis of service to groups in her final report on the Project. She divided the groups into three types: (1) Professional, (2) Company, and (3) Service, commenting as follows:

> PROFESSIONAL GROUPS.
>
> In Pomona I spoke at the Pomona Valley Personnel Association. This was a very successful venture. I think that this could be a prime target for getting to the businessman, as you can speak to one topic - library assistance to personnel directors, rather than having to include barbers, presidents, retailers, industrialists, etc. I left at each place before the meeting a full set of brochures, library card application blank, a Meyer-Rostvold brief summary, and service brochure. Other booklists and extra copies of the ones I gave them were on the back table. After my five minute presentation there were several questions, and many comments such as the typical: "Gee, I had no idea that the library had all this. This is really wonderful." I noticed later that almost everyone took all the material with them.
>
> Unfortunately, these professional groups are often very hard to locate. They are rarely listed in the telephone book. These groups may be found through meeting notices in local newspapers, or through professionals who are patrons of the library.
>
> COMPANY GROUPS
>
> Here, I am speaking of staff meetings in companies, boards of directors, etc. These meetings are also successful. First of all you are invited because someone feels that this is very worthwhile, so the "meetees" know you speak with management backing. These talks tend to be much more general than professional groups, as in the staff meetings you have many types of professionals. Materials are distributed as previously discussed, but few questions may come from the floor unless the presentation is very informal. There is no way to plan to do these

> meetings. It would be obviously rude to request to speak before the Board of Directors, and so these opportunities only come with the suggestion of the interviewee. Of course, when in the interview you suggest that he inform his employees the thought of a presentation may occur to him and it should be quickly accepted.
>
> The most interesting presentation of my career took place at 7:45 a.m. at G. T., speaking from the loading ramp to 200 telephone repairmen. The group was quite unentranced at first, but as usual lightened up when I got going. Several of the men stepped forward to take booklists. A day later a telephone repairman crossing through the staff workroom stopped and asked if I was the girl who spoke the other morning at the telephone company. He told me that he had lived in Pomona for 5 years and had never used the library, but that day on his way home from work he had stopped at the library, got a card, a cookbook for his wife, books for his children, something for himself, and checked out an art print for the living room! Now that's success!!
>
> SERVICE CLUBS
>
> Over the course of this project we have visited several service clubs. I think it is best for these presentations to be very brief. Businessmen should only be told what they need to know. Stories of catastrophe are told of M., a City Librarian, who once spoke to a men's group, and gave an hour talk on the library - fully explaining the Dewey Decimal system. Those present said that the entire audience soured in fifteen minutes.
>
> At the Lions Club we put a lot of literature on the tables. From the looks of things at the end of the meeting, not much of the material went back to work with them. Service clubs will have speakers from the library, but the group is very diverse in its interests and the topic must be kept general. They really are there for fun, so don't get too heavy or LONG! Later, perhaps a longer speech could be given on a library topic, but their first introduction to the library should be enjoyable and brief. Service clubs assume it is their responsibility to have these types of messages, so getting into service clubs should be easy. For clubs who do not have time for presentations, the least that can be done is to leave materials to be distributed. The Kiwanis Club had to cut us at the last minute, but were most happy to receive and distribute our booklists, etc.[2]

In Pasadena, a different kind of professional group was approached. Miss Donaldson, City Librarian, and Mrs. White made a full scale presentation of the Project to SLIP, the Special Librarians' organization in the area. By calling attention to the new Business Industry Division and the resources and services made possible by the Project, special librarians were invited to become better acquainted with the Pasadena Public Library. As a direct outgrowth of this joint presentation the library received numerous calls both from the special librarians in the area and from other personnel to whom the message had been relayed. This has proven to have been a most effective group approach.

A. CONCLUSIONS AND RECOMMENDATIONS.

There seems to be little doubt that presentations to groups provides another useful technique in communicating with businessmen. It significantly increases the number of people who can be reached and may provide access to a broader cross-section of the Economic Community. Unfortunately, the objective of person-to-person contact appears to have received such emphasis during this Project that the planners overlooked the potential of presentations to groups. No attempt was made to have the Library Representatives appear before the wide variety of service clubs and professional organizations in Pomona or Pasadena. Such appearances as did occur were the result of invitations received by the Library Representatives during the course of their visitation. Service club presentations were confined to communities visited during the latter months of the Project. Failure to consider group presentations as a fundamental part of the program, and to structure them into the Project, resulted in reducing the total number of businessmen who might have been exposed.

It is interesting to note that in spite of the recognized status of the Chamber of Commerce as both the symbol and focal point of business activity in most communities, neither the Library Representatives nor others involved in the Project managed to confront the leadership of this organization as a group! While mitigating circumstances can no doubt be found, the fact remains that overtures to make direct presentations to this stronghold of the business community were unsuccessful.

Based on the experiences of this Project, it would seem apparent that presentations to groups of various kinds pay large dividends without nullifying the importance or decreasing in any way the impact of personal visitation. However, considerable advanced planning seems indicated. A variety of groups must be identified as to membership characteristics, objectives, range of interests, etc. Since some of these groups meet monthly, or even less frequently, contacts must be established very early in the program to get on the organization's program schedule.

The distribution of Project literature is an integral part of the group appearance. In some instances the Library Representatives note that "all materials were taken" by members of the audience, while in other cases, most of the items were left behind. Literature left behind is obviously not going to be of any benefit to the intended recipient. This places a premium on designing attractive brochures, lists, etc., which are so obviously useful that the businessman takes them with him. By incorporating appropriate references to such literature into the presentation, the Library Representative can further increase the percentage who take the literature back to the office.

The fact that Library Representatives found it necessary to make brief presentations suggests a premium on time. Therefore, an effort should be made to maximize the effectiveness of such appearances through the use of visual aids which may multiply the impact. Short slide or film presentations, use of flip-charts, etc., would provide both a focus of attention and a lasting visual impression of the library's message. Such aids, of course, should be done by someone competent in the field - preferably a person knowledgeable in both the medium chosen and the nature of the intended audience. It is unfortunate that the lack of time precluded the development of such techniques during this Project.

FOOTNOTES

[1] Boche, op. cit., pp. 19-20.

[2] Winegar, op. cit., pp. 14-15.

CHAPTER XIV

EXTENDING THE PROGRAM TO OTHER LIBRARIES IN THE METROPOLITAN COOPERATIVE LIBRARY SYSTEM

When the idea of a market study of the information needs of the Economic Community was first discussed, consideration was given to coverage of the entire Metropolitan Cooperative Library System area. However, after some research and discussion, it appeared that the cost of such a study would be prohibitive. Besides, greater in-depth research could be conducted if the survey area was limited and well-defined. The communities of Pasadena and Pomona seemed to provide sufficient diversity to be representative of most of the cities represented in the System. However, it was assumed that at some point the program resulting from the study would be System-wide.

The problem of including libraries other than Pasadena and Pomona again arose when the project application was being prepared. The prospect of limited funding and the belief that a demonstration program in the two communities would better serve the objective of exploring new approaches at a much lower cost dictated the initial restriction to Pasadena and Pomona. While the other libraries were not to be directly involved, they would benefit immediately from the enriched collections to be located in the project libraries. Whatever trauma might be associated with the demonstration would be confined to the two libraries, but the more successful elements could be extended to other members at a later date.

In other portions of this study consideration has been given to certain aspects of the extended program. It is the purpose of this chapter to provide an overview and further evaluation of this effort.

The immediate success of *Business Briefs* offered the first opportunity to invite participation by other libraries. In response to a letter of invitation three of the fifteen MCLS members, exclusive of Pasadena and Pomona, decided to avail themselves of the opportunity. Each received 100 copies of the monthly publication and distributed *Business Briefs* to its own select mailing list.

Following the notification by the California State Library that some additional funds were available to carry the program into the second year, it was decided that a further effort should be made to extend the most successful aspects of the project into other MCLS libraries. A questionnaire was sent to MCLS members early in December 1970 to establish their interest and the extent to which they might wish to participate. The response was disappointing with only four libraries, other than the Pasadena and Pomona libraries, indicating a desire to participate. Noticeably absent were most of the larger libraries, including several located in cities where the nature of the Economic Community would have appeared to make such a program most worthwhile - especially since it involved no cost and very little effort on the part of the participating library. Those libraries desiring to share in the Project included Azusa, Redondo Beach, Torrance and Whittier. Of these, the cities of Azusa and Torrance appeared to have heavy concentrations of industry, while Redondo Beach and Whittier were better characterized by firms operating in the fields of Finance, Trade and Service. Each in its own way offered new opportunities and challenges.

In answering their questionnaires, the libraries seemed most anxious to accept the offer of "mini-bibs," visitation of the Project Librarians to local firms, mail copies of *Business Briefs* and assistance in a public information program. By establishing these general areas of interest, those directing the Project were able to structure a limited program tailored to make the most of available funds. The first move was to conclude the program of visitation in Pomona so as to free the Library Representatives for visits in other communities. It was also necessary to curtail the purchase of resource materials by both the Pasadena and the Pomona Public Libraries to create the funds necessary for staffing and carrying out the other intended operations. A schedule was also worked out providing the Project Librarians an opportunity to make an essential "get acquainted" visit to each of the libraries, including Pasadena, followed by a more extensive period during which the actual visitation would take place. Less than five months remained in the extended Project period by the time these arrangements were completed.

The particulars of the extension of the various facets into each of these libraries have been covered in the chapters on *Business Briefs*, "Mini-Bibs," and Visitation. Only a brief re-cap will be made here.

During the course of their visit to each participating library the Project Librarians reviewed the concept and major features of the program as developed in the Pasadena and Pomona Public Libraries. While working with the staff to select titles for the "mini-bibs," they gave helpful advice on applicable parts of the collection. They acquainted the staff with the kind of in-depth resources being created in the Pasadena and Pomona Public Libraries, the use of which could be attained through System interlibrary loan and reference channels.

By visiting the Chambers of Commerce and other key organizations or individuals, the Project Librarians were able to compile a quick profile of the nature of the Economic Community. Based on this, with the advice of the City Librarian, they selected the specific firms to be visited, made their appointments and conducted their rounds of visitation. News releases were prepared and fed to the local press whenever possible to precede or accompany the period of visitation. Emphasis was placed on the availability of materials and services through the library's membership in the Metropolitan Cooperative Library System in publicity and interviews. Copies of the general MCLS brochure were frequently distributed as part of the materials left with those who were interviewed.

A. EXTENDING THE PROGRAM INTO AZUSA.

The City of Azusa, formerly dominated by citrus culture, has within the past decade become oriented toward manufacturing. Firms large and small, exotic and basic, sit side by side. The local commercial scene is dominated by small businesses, though chain store operations and shopping centers are moving in. The Azusa Public Library was undergoing a change in its directorship at the time the Project Librarians were on the scene. This trauma was deepened by the pending addition to the building to relieve the extremely crowded conditions in the library. Approximately two weeks were spent in this community and the Project Librarians indicated that the time was well spent. Because of the brevity of the visitation period, Mrs. Winegar resorted to telephone calls in an attempt to increase the number of contacts. In her report on the program in Azusa, Mrs. Winegar stated:

> The telephone interviews went very well. Over the telephone, they will not sit still for the full services, MCLS speech, but with little time available it is an excellent way to at least get to everyone. Brochures should be sent after the phone call, and a returned library card blank would signify a definite interest on their part. One might call them again later to further explain services - possibly on the pretext of discussing the company use of their new library card.

B. EXTENDING THE PROGRAM INTO REDONDO BEACH.

Redondo Beach, whose population of some 58,000 is more than double that of Azusa, is primarily a resort and bedroom area. A few industries find a home here and a number of smaller business firms. The library is overcrowded and handicapped by lack of parking. Still, the Project Librarians reported that the businessmen of this city were interested in the Project and anxious to utilize the materials in the local library and, through it, the larger resources of the System. As in Azusa, exclusive of the introductory period, the Project Librarians spent approximately two weeks in the area, working with the staff and conducting a visitation program covering a cross section of local busiand industry. Mrs. Boche's report to the Library Director summed up the period of work in Redondo Beach in these words:

> Appointments are easy to get in Redondo Beach and the businessmen are both cordial and interested. . . . In addition to time spent in actual interviews, many hours were spent compiling lists, calling to make appointments, writing press releases, and this final report.
>
> The printed booklists were very well received and will serve their purpose of impressing people and as concrete evidence of the collections' value to businessmen. I suggest that you continue these lists in other subjects, as well as taking up Mr. M's idea of a direct mail campaign to all local retailers and businessmen. As always, people are ignorant of three things: telephone reference, search reference, and the MCLS sources and services. I urge that you stress these points in your contacts. If time permits, I urge the staff to continue this personal contact program by doing two or more interviews a month.

C. EXTENDING THE PROGRAM INTO TORRANCE.

The City of Torrance, with its population of more than 130,000, is considered to be one of the most concentrated industrial areas in the Los Angeles Metropolitan Area. The inauguration of the Project in this city occurred as the staff moved the library into its new headquarters building, thereby providing the residents with their first central library service. In making their rounds during the three weeks of visitation, the Library Representatives found Torrance a particularly fertile area. Here and there firms had established special libraries, and others were found to be considering establishing them. Again, Mrs. Boche summarized the nature of the reception accorded the Library Representatives in her report to the Library Director. Noting that, together, the two Library Representatives had visited with forty-two individuals and thirty-three companies, she continued:

> The Torrance businessmen are not terribly difficult to get hold of, and it is not often that the president himself did not want to see me. They were all terribly ignorant of the business and technical collection at the public library, of the Library System, and particularly of the telephone reference services. The larger companies should be revisited. The visits were very successful as a whole. Those in charge of small technical libraries were particularly impressed with our efforts to work with them, and I hope that the public librarians will keep in touch with them.

D. EXTENDING THE PROGRAM INTO WHITTIER.

The City of Whittier provided still another type of community. Typical of what are often termed "suburban residential areas," Whittier has few industries but many financial, trade and service firms, including shopping centers. The Library Director took the initiative and sent letters to some of the major community and business figures, calling attention to the program and inviting their participation.

This groundwork proved extremely beneficial as the Library Representatives conducted their program of visitation in this city of 67,000 people. The Library Representatives had the novel opportunity of explaining the project to the Library Board of Trustees of the Whittier Public Library. Invitations were received to appear at service clubs and newspapers asked for press releases or interviews. Mrs. Winegar, in her report to the Library Director, summarized:

> Miss Fulmer's letters of introduction to the city, the Chamber, service clubs and other groups, were extremely helpful in our getting to see individuals and speak for various groups. In my other phone calls and visits I found the business community to be very open, friendly and cooperative. Based on these experiences, I think the Business and Industry Information program at Whittier Public Library could go far and do it easily.
>
> Almost everyone I talked to knew of, used, or his family uses the Whittier Public Library, but I found no one who had ever used the library for business purposes. They were very impressed by the art work and content of the brochures. They were ignorant of the telephone reference service and impressed by MCLS and all of its resources. They all thought it was grand that we were going out to tell the businessman about the library. It had never occurred to them that the library had business related materials.
>
> I suggest that you continue the program which Mrs. Boche and I have set underway. Keep in touch with the Chamber of Commerce and visit 3 or 4 companies and stores a month. In such a cooperative community you might explore the possibility of a Business and Industry Information one-page flyer to include:
>
> 1. Emphasis that the library does have a business collection and name many business subjects.
> 2. Explain telephone reference service.
> 3. Describe the MCLS and all other information sources such as SCAN, California State Library, Los Angeles County reciprocity.
>
> This flyer or brochure might be given to the Chamber of Commerce and service clubs to be mailed to all members. That way you would reach 1,000 people quickly, easily and inexpensively. The City Hall might provide you with a list of new business licenses and you might write or call welcoming them.
>
> In all, the program at Whittier has been our most successful to date, and I have enjoyed working at the Whittier Public Library.

E. EXTENSION OF THE VISITATION PROGRAM TO PASADENA.

Because Pasadena had concentrated on the establishment of the Business Industry Division and the build-up in appropriate materials, there had been little time to carry out the type of interview developed in Pomona and extended to other communities. Therefore, it was decided that since a limited number of MCLS libraries had chosen to take advantage of the opportunity to participate in the extension of the Project, the Library Representatives would spend two or three weeks in Pasadena. Unlike the other libraries which had not previously been involved in the program, the Pasadena Public Library was in the midst of an on-going effort. Conditions were unlike those experienced in the other communities.

The philosophy of the program, as noted elsewhere in this study, had developed along somewhat different lines. Emphasis was placed on "getting the answers" rather than attempting to attract the businessman by furnishing him with information about the library's resources. In a sense, this might be described as the "satisfied customer attracting more customers" approach. Without excluding the small firm, attention was concentrated on the large businesses and industries since these seemed to need more information and might better support a specialized Business Industry service in the future.

For whatever reasons, the visitation program seemed less productive in Pasadena than elsewhere. The Library Representatives found it difficult to interest representatives of firms in scheduling visits, in contrast to the relative ease experienced elsewhere. Lacking the freedom to pick and choose among the entire range of firms in the Economic Community, fewer interviews were held and reactions seemed less positive than in other communities. It is possible that Pasadena's Economic Community is somewhat different from that of other cities in the Metropolitan area. However, this was not a finding of the Meyer-Rostvold survey which indicated, to the contrary, that the response from the business communities in Pasadena and Pomona was quite similar. Since the Library Representatives were employing the same techniques which had proven successful over a period of nearly a year with firms of all kinds and sizes, the lack of response in Pasadena was all the more puzzling. Mrs. White seemed more successful in setting up interviews for the Library Representatives, though some of the businessmen failed, for whatever reasons, to keep their appointments.

The pattern of work conducted during the visits to other libraries was altered in several ways in Pasadena. In addition to the program of visitation to management, Mrs. White had arranged for the Library Representatives to make a different kind of visit, geared to contacting a cross section of employees on an informal basis. Mrs. Boche tells the story in her report to the Pasadena City Librarian:

> Mrs. White had arranged with Judy Shull, the librarian at Burroughs Corporation, for Mrs. Winegar and me to sit in the employees' cafeteria from 11:30 to 1:00 to take applications for library cards. We had a nice sign made by the PPL B & I staff explaining what we were

> doing. We netted 25 applications. One woman stopped by to say: "That's a great idea." Sixteen people picked up our literature but did not take an application card. Some comments: Do old cards expire? Did not care to list a 'reference;' Had unlisted home phone and did not care to put it on the application; Does the library lend projectors?

Two other projects were also undertaken and completed at Mrs. White's request. The first of these was the mailing, with an appropriate cover letter, of the Meyer-Rostvold report to nearly sixty firms. These companies had responded to the questionnaires or had been interviewed as part of the original survey and had requested copies of the completed study.

Finally, the Project Librarians were asked to compile a directory of business directories in the Business Industry Division of Pasadena Public Library. When completed this list was to be printed and copies given to all MCLS libraries. It was also to be used as the basis for a printed brochure which could be distributed to Pasadena businessmen. The final list contained 297 directories, estimated to be 95% of all directories held by the library. Directories published in 1968 or before were not included unless they were considered unique in subject or scope. The directories were listed under fifteen subject headings. A table of contents listing the subject headings and a three-page subject index was added for benefit of the user. Significant words in each title were underlined to facilitate scanning. In the case of ambiguous titles, annotations were used and unusual contents noted.

Unfortunately, the lack of funds has precluded carrying the plans for publication to completion.

In reviewing their work in Pasadena, the Project Librarians indicated the high esteem voiced by the public for the BI collection and services. However, they felt their own roles had been less successful here than in other communities. A number of reasons were advanced. In other situations, the philosophy of the Project Librarians had been accepted without question. But in Pasadena, a different, albeit valid, concept existed which provided a basis for frustration. Instead of providing a better basis for the visitation program, the accomplishments of the BI staff may have sated the appetite of management and eliminated much of the novelty of person-to-person contact effective elsewhere. This is difficult to understand, however, in the face of such a large and varied Economic Community, considering the continued effectiveness of the visitation program over a much longer span in Pomona.

F. EVALUATION OF THE PROGRAM OF EXTENSION.

The attempt to extend the more successful aspects of the Project to other libraries and communities was a brief and intense program. There are no objective data by which the degree of success can be measured. The Project Librarians felt their efforts were worthwhile. Interviews with the directors of each of the libraries substantiates this conclusion. Each voiced appreciation for the opportunity and cited the favorable effect the program had produced on staff as well as on the Economic Community. While there was no way to guage whether or not more businessmen were using the library than before, as one librarian put it, "We sense a different flavour in the questions coming from the business community to our reference desk." The Demonstration Program seemed to point up the existence and potential of this special segment of the community, and created a new staff awareness of collection deficiencies. Recognizing the new ground broken by the Project Librarians, each library director expressed concern for the lack of staff and means to follow up the many promising leads established through these contacts. The demonstration also succeeded in making the library reconsider standing policies and attitudes. For instance, at least one library is actively reconsidering its policies which prohibit the issuance of library cards to companies. Each library director expressed the hope that ways and means would be found to structure improved service to the business community into their total programs. They were uniform in their hope that one or more specialists in this field could be made a permanent part of the MCLS staff and furnish help and advice at the local level.

G. CONCLUSIONS AND RECOMMENDATIONS.

From the evidence in hand, it would seem that the attempt to extend the more successful aspects of the Project to other libraries within MCLS was worthwhile. At least a limited number of members in the business community were alerted to the library's interest in them and the availability of information resources tailored to their needs. Staff members in the various libraries were stimulated to give special thought to the businessman and his needs as a particular segment of the general public. The attention of the library administration was also directed toward the Economic Community, causing a review of policies affecting businessmen.

Although invited to do so, most libraries did not take advantage of the opportunity of sending members of their staff to accompany the Library Representatives on their visits to businessmen. Had this been done consistently, a fledgling corps of librarians, acquainted first hand with the necessary techniques, would have been immediately available. It is unfortunate that circumstances in several of the libraries seemed to preclude this approach which would have been especially beneficial in terms of follow-up activities.

With more thorough planning, a longer time period, and larger financial resources, the program would undoubtedly have been even more significant. As it is, however, four libraries have had at least a palatable taste of this special service, and are both more aware of their business communities and better prepared to provide for them in the future.

CHAPTER XV

THE PROSPECT FOR INTERLIBRARY COOPERATION: THE TOTAL LIBRARY APPROACH IN SERVICE TO THE ECONOMIC COMMUNITY

A. THE CONCEPT OF INTERLIBRARY COOPERATION

In his state-wide study of library services to business and industry, George S. Bonn concluded his report with conclusions and recommendations concerning a possible "Technical Information Network."[1] Proposing that the local library be equipped to serve as a contact point for business and industry, Bonn traced the structure of the network which eventually included academic and special libraries as well as public libraries.

Sensing the logic of this specialized "subject" network, Meyer and Rostvold conducted interviews with some of the personnel in academic and special libraries in the Pasadena and Pomona areas. Their findings, reported in Chapter VII of their report[2] provided the basis for a number of recommendations concerning the Demonstration Project, the most important of which were:

> The public library should take on the role of being the first point of contact for the businessman who does not have his own special library but who needs some information. It will then be up to the public library to obtain the information from whatever sources need to be tapped, and this will often include the use of other libraries in the area on behalf of the requester. A good working knowledge of the holdings and regulations of the other libraries will be a necessity, so a thorough effort should be started to collect union lists and holdings lists, along with the borrowing procedures to be followed for each potential lending library. Special libraries should be included along with academic libraries in this effort.
>
> Investigation of the possible role of the public library as the coordinator of local library facilities should be pursued. Both the business firms and the area libraries that were contacted in this survey were quite receptive to the idea. In order to progress from cooperation to coordination, some agency must be willing to serve as the coordinator, and it was generally agreed that this function would be quite logical and fitting for the public library to assume, perhaps because it is responsible to serve the general public and not the relatively well-defined clienteles that are typical of the other kinds of libraries. The public library could thus provide the initiative and the responsibility that could make true interlibrary coordination a reality that would benefit everyone.[3]

B. PROJECT COMMITMENT TO INTERLIBRARY COOPERATION.

These recommendations were incorporated into the formal Project Description in these words:

> . . . a primary objective will be to gain necessary access through various means such as voluntary cooperation between types of libraries, exchanges of services or areas of responsibility, and where necessary, through agreements or contracts.[4]

In structuring the original Project Description, the importance given to the creation of a working network was based both on the concepts of the *Master Plan for California Public Libraries* and the assumption that the resources available within the public libraries would be entirely inadequate to meet the needs of the Economic Community. This latter point had been given emphasis in the Bonn study.[5] It seemed almost axiomatic that the demands the two public libraries would experience during the Project would frequently exceed their resources in both staff and subject materials.

C. IMPLEMENTATION OF THE COMMITMENT TO INTERLIBRARY COOPERATION.

While the commitment to expanding and possibly structuring of interlibrary cooperation was clear, a variety of circumstances conditioned actual implementation. Among the most important of these appear to be:

1. The two Project Libraries were preoccupied by the more immediate problems associated with providing staff and resources for the basic services and certain experimental aspects of the Project.

2. Public library collections and staff, augmented by use of grant funds and supported by the larger resources of MCLS, SCAN, and the California State Library, proved more accessible and adequate than had been presumed.

3. Much of the information demanded by the Economic Community required less specialized resources than had been expected.

4. The various reference librarians in the two libraries were able to utilize existing or, where necessary, create new patterns of contact with special and academic libraries without involving formal arrangements.

5. Businessmen, short on time, utilized the most direct

approach in seeking information, by-passing public libraries to get to a more specialized source.

6. During this period, special libraries were suffering from severe cutbacks in budgets which forced many to close and most to operate on restricted budgets and schedules.

7. Academic libraries also faced drastic budget reductions at this time in spite of the pressure of increased enrollments.

All in all, it proved to be a period in which informal contacts and use based upon the immediacy of need were more tolerable than any planned arrangement for cooperation. This does not mean, however, that no progress toward the goal was made. The very fact that librarians from the special library field had been employed in both public libraries as Project Librarians provided opportunities for improved understanding and access, particularly to special libraries. The Project Librarians in both Pasadena and Pomona visited special and academic libraries to tell their counterparts about the Demonstration Program and to encourage interlibrary cooperation.

D. REACTIONS OF THE SPECIAL LIBRARIES.

Special librarians voiced interest in sharing their resources after learning of the public library's desire to provide an improved level of service to the Economic Community. The nature of cooperation, however, differed from library to library. In general, the special librarians appeared willing to accept requests for answering reference question and some might loan material - all subject to the tenet that the special library must serve its primary users first. The depressed economic situation which was precipitating the closing of many special libraries and the drastic reduction of budgets and staffs in most others produced an atmosphere of such uncertainty that further action toward creating an information network seemed inadvisable, for the moment at least.

E. REACTIONS OF THE ACADEMIC LIBRARIES.

In the academic arena, response to the idea of a network was equally positive. However, again the squeeze of severe budgetary limitations on the one hand and increased enrollment on the other was forcing academic librarians to concentrate on the home front. For academic libraries, the use by non-students appears to be becoming a problem of some proportions. A number of the private colleges have established various kinds of fees in an attempt to provide some control and to derive compensatory income. There is recognition that in a number of instances this practice is contrary to the desire of colleges to attract support from the Economic Community by making its resources available for use by business and industry. This has led at least one of the institutions to consider the possibility of a fee differential between private citizens and business customers. Like the special libraries, the academic libraries must give priority to the library needs of the academic community they serve. Use of the materials and staff time for the business information network would, of course, be available only after fulfillment of the primary obligation to students, faculty, and perhaps other academic institutions.

Again, while the idea of an information network for the businessman was seen as a palpable concept, and the willingness of the public library to serve as the first point of contact for the businessman in his search for information appeared logical - except as it might conflict with the special programs through which some colleges hoped to derive substantial support from the business community - in several instances, the charter of the institution and regulations invoked by a legislative, executive, or administrative body were cited by academic librarians as posing at least potential barriers to total cooperation. However, the response was overwhelmingly optimistic.

F. MCLS, SCAN AND THE CALIFORNIA STATE LIBRARY

Although reference librarians in the Project libraries turned to special and academic libraries from time to time, they were more likely to use the structure of the Metropolitan Cooperative Library System and the special resources offered by SCAN and the California State Library when questions required referral. Unfortunately, no statistical data or other hard evidence was accumulated during the Project to document the frequency with which requests were sent to other libraries. Circumstances contributed to the creation of a response pattern, however. When in need of material beyond its own resources, the Pomona Public Library staff was at first encouraged to refer questions to the Pasadena Public Library's BI Division which also served as the MCLS reference center for questions relating to business, science, and technology. Experience and the need to conserve time dictated modifications in this directive to provide the staff with the latitude necessary to appeal directly to whatever sources seemed most likely to have the desired information. This meant that while some questions continued to go to Pasadena, others were referred to SCAN or the California State Library without first clearing with the System headquarters.

The Pasadena Public Library, on the other hand, usually found it expedient to refer questions directly to one of the several substantial special libraries in the area, send inquiries to SCAN, or go by means of teletype or telephone to the California State Library. In some instances, the by-passing of other System library collections, particularly those of the Pomona Public Library, meant that requests were being made of other libraries which might have been satisfied within the System. In view of the premium on time attached to questions arising in the Economic Community, however, the most direct approach to the most probable source has to be utilized. Use of resources within the System cannot be realized until efficient and rapid methods of inquiry can be perfected, including tools such as specialized bibliographies, etc. At present, the MCLS union catalog is far too abbreviated to be of real use; the MCLS Union List of Periodicals, on the other hand, was used consistently by both Project Libraries to locate needed periodical files.

In her evaluation of the Project in Pasadena, Mrs. White noted the use of SCAN in these words:

> An analysis of questions directed from member libraries to the Metro reference staff indicates that the number of questions in business, science-technology are four times greater than the number represented in other Dewey classes; also 95% of the questions directed to SCAN from the Pasadena Public Library came from the Business-Industry Division. Questions are directed not only from Pasadena residents but from individuals in industries located in MCLS since these firms have learned to use the shortest route to satisfy their informational needs. Representative questions are included with this letter to illustrate the range and depth of questions handled.
>
> It is significant that a high proportion of B-I's requests from SCAN were for photo copies of articles in magazines not held by any member of the MCLS. Requests for photo copies from science-technology magazines were two times greater than those for business magazines and this is due to the lack of sci-tech holdings within the System.[6]

In her report on the Project, Mrs. Bucher, of the Pomona Public Library, briefly described and evaluated the use of both SCAN and th
California State Library:

> Although SCAN is not a part of the BI-Info grant program, it is felt that it should be mentioned here. SCAN has been very helpful on several occasions, and the service is fast and efficient when the inquiry is telephoned directly to them; however, the results are not as good when a message is sent through Pasadena. This is probably due to the fact that it is easier to describe a request verbally when the person called can ask questions if the inquiry is not clearly described.
>
> Although the receipt of materials from SCAN is most efficient and rapid, it is felt that the mailing process in the California State Library could be expedited. Even when a standard is requested by telephone, there seems to be considerable delay in receiving it. I wonder if perhaps personnel in Pasadena and Sacramento are overloaded with work due to the many demands from a number of libraries.[7]

Thus, it seems that while there was informal use of academic and special libraries during the course of the Project, the increased availability of materials through the System and the research facilities of SCAN and the California State Library were of considerable importance to the success of the Project.

G. CONCLUSIONS AND RECOMMENDATIONS.

While it would be very satisfying to say that as a result of this Project a network of public, academic and special libraries came into being, such is not the case. It seems that increasing use was made of the resources offered by not only the special and academic libraries, but also SCAN and the California State Library which are already an accepted part of the library service pattern. No hard data was accumulated during the Project to document the amount of use made of other libraries.

A variety of circumstances seem to have combined to inhibit progress toward the objective of creating an information network composed of public, academic and special libraries. While the librarians contacted seemed receptive to the idea, more tangible and pressing problems took priority. In spite of the intentions expressed in the Project Description, other objectives were accorded a higher priority, leaving little time and no funds to formalize a more structured network. It must be realized, of course, that the Project was conducted during a period of severe cut-backs in the support of all types of libraries which necessitated the careful shepherding of resources and staff to provide essential services to the primary clientele - a time of contraction rather than expansion.

The experience of the librarians in the Project libraries seems to lend further credence to the need for using the most direct route possible in securing information for the businessman. In spite of the improvements which have been made in communications and delivery, and the several desirable features of an orderly progression in the use of System resources, convenience to the user and the need for satisfying the businessman quickly,require a more flexible approach. The ability to utilize resources within the System depends upon the availability of special indexes, bibliographies, union lists, and similar tools. A high priority should be assigned to creating, up-dating and distributing such tools. The list of *Business Directories in the Pasadena Public Library*, compiled by the Project Librarians, is a good example of the kind of specialized tool which should be produced on a System-wide basis. The Union List of Periodicals for the Metropolitan Cooperative Library System is another essential tool. Others might involve subject bibliographies, business services, and publications of local government agencies, etc.

Some kind of advisory committee should be formed to give guidance to such agencies as SCAN and the California State Library in providing materials and performing services for public libraries. The comments of Mrs. Bucher, quoted in this chapter, raise a number of possible ways in which improvements can be made in such service. It would seem that both SCAN and the California State Library should welcome the reactions and suggestions of those who provide the direct contact between sources and consumer. Such a group would, in effect, be implementing an objective included in the Meyer-Rostvold recommendations concerning interlibrary cooperation.

> A committee of cooperating librarians should be established, which would include the directors of the public, academic, and special libraries of the area, as the group which would develop policies and procedures for increased cooperation and coordination. The group should include representatives of the Los Angeles Public Library and of various commercial documentation services as well, since they too would have much to contribute and much to gain from the committee's efforts. The committee could have as its primary objective the seeking of agreements on the clientele, collections, and services to be offered by each participating library.[8]

Of course, Meyer and Rostvold projected an even more active role for such a committee. The list of activities, each practical and desirable, included:

> . . . a mutual exchange of acquisitions lists, holdings lists, and union lists, and arranging for tours, meetings, and perhaps temporary exchanges between the staffs of the various libraries. Such actions would greatly increase the awareness of each library of the collections, services, and procedures that are unique to each of them.[9]

It is probable, however, that the achievement of such projects must wait until economic conditions are less harsh in all types of libraries and the present mood of uncertainty is removed from the field of the special library. Given the proper conditions, funds must be available so that the products of such group action can be expedited, published and distributed without those frustrating delays which all too often sap the energies of the participants and nullify the effectiveness of much of their work.

The lack of hard data, particularly statistics on the use of special libraries, academic libraries, and other sources, including those within MCLS, is a severe handicap to analysis and development of plans. Again, the recommendations of Meyer and Rostvold pointing to the need for the accumulation of adequate records on interlibrary transactions must be endorsed and action recommended.

> The public library should continue to maintain careful records of all its interlibrary transactions. These records can be useful in evaluating the program, planning for the future, and even providing a basis for possible reimbursements to libraries for excessive services rendered.[10]

It is important that the records kept by the various libraries be uniform, consistent and meaningful. Perhaps a committee consisting of the representatives of the libraries involved should be established and charged with determining the data to be collected and formulating, where necessary, definitions to assure consistency. So far as possible, the data should provide a profile of interlibrary usage connected with questions and material requests emanating from the Economic Community. It is important that both questions and responses be recorded along with such facts as staff time involved, types of resources used, facilities required for communication and delivery and, where possible, customer reaction.

While it is not possible to point to the interlibrary cooperation occurring as a result of the Project as exemplary, neither can the results be used to support a totally negative reaction. Some progress was made and the foundation prepared for further steps toward interlibrary cooperation. Yet, unless further effort is made soon in this direction, the conclusion of Meyer and Rostvold would appear to prevail:

> Although all librarians surveyed were anxious to cooperate with one another, there was present a certain air of skepticism that perhaps this effort too would meet the fate of earlier attempts at enlarging interlibrary cooperation. The public library must be able to regenerate the enthusiasm and confidence in the project that are required if it is to be successful.[11]

The use made of all types of libraries during this Demonstration Project would seem to offer further proof of the validity of the Total Library Service concept and substantiate the need for a viable network which permits access to resources with a minimum of delays. In effect, the project utilized an almost amorphous Subject Network to bring the required resources to the Economic Community. The obstacles to a more formalized network are perhaps somewhat better defined, but the advantages of interlibrary cooperation have also been experienced, if not dramatically documented.

FOOTNOTES

[1] Bonn, op. cit., pp. 71-84.

[2] Meyer and Rostvold, op. cit., pp. 105-122.

[3] Ibid., pp. 120-121.

[4] Appendix I, p. 1.

[5] Bonn, op.cit., p. 51.

[6] White, op. cit., pp. 3-4.

[7] Bucher, op. cit., p. 4.

[8] Meyer and Rostvold, op. cit., p. 121.

[9] Ibid., p. 122.

[10] Ibid., p. 122.

[11] Ibid., p. 122.

CHAPTER XVI

TRIED AND UNTRIED - SOME CONCEPTS AND IDEAS OCCURRING DURING THE PROGRAM

Throughout the Demonstration Project personnel was urged to give consideration to all of the recommendations of the Meyer-Rostvold study and to add ideas of their own. Unfortunately, time, staff, and funds limited the implementation of many proposals and precluded even the testing of others. However, as products of the Project, these seem to merit reporting, both as part of the total record and as possible stimulus to others who wish to provide an improved level of library service to their Economic Communities.

A. COMMUNICATIONS AND RAPID DELIVERY.

The requirement for the rapid conveyance of information was documented by the Meyer-Rostvold study and was a prominent part of the Project Description. In addition to utilizing the existing MCLS teletype for communications, it was proposed that other means be used on an experimental basis, including leased telefacsimile and a door-to-door delivery service. It was further planned to place a telefacsimile machine "on the premises of a firm where there is indication of intensive use of library materials."

a. TELEFACSIMILE.

The experiment in telefacsimile was delayed while several key libraries in the state, including the California State Library, Los Angeles Public Library (SCAN), and the San Francisco Public Library (Bay Area Reference Service, or BARC) conducted experiments to determine which of the several available instruments seemed best suited. The Pomona Public Library also participated in these tests because of the desire to utilize telefacsimile in the Demonstration Project. Once the libraries had determined that the Graphic Sciences unit "Dex I" seemed to be best suited, lease contracts were signed. Company representatives instructed the staff in operational procedures, and by May 1970 telefacsimile communication was possible between the California State Library, BARC, SCAN, and Pasadena and Pomona Public Libraries.

Use of telefacsimile proved disappointing, to say the least. Relatively few requests for information were received requiring such speed in answering that other communications methods would not suffice. Usage averaged less than one time per week. Neither the Pasadena now the Pomona Libraries could justify the continued expense and abandoned telefacsimile in less than a year. While the potential of telefacsimile continued to be recognized, the lack of urgent information requests, combined with certain operational shortcomings, seemed to doom the experiment.

Project personnel agreed that when telefacsimile transmission can be accomplished at high speed and a faster, more versatile piece of equipment can be used, the experiment would be worth repeating. Most requests were for specifications or copies of articles running several pages in length. The equipment required about five minutes of transmitting time per page and had to be attended at both the sending and receiving points. Material which was bound in any fashion including documents, periodicals, books, etc., had to be converted by Xerox or other method to single sheets which could be fed into the telefacsimile unit. Unless a separate telephone line was used, accidental interruptions by switchboard operations disrupted transmission. As much as two hours were spent in the actual transmission of a single request.

Experience proved that most requests made by telephone or teletype could be supplied within twenty-four hours if they were labeled "rush." In her report on this aspect of the Project, Mrs. Bucher evaluated the telefacsimile experiment in these words:

> The Federal grant gave Pomona Public Library an opportunity to use and observe the transmittal of materials with telefacsimile machines. While this is a very rapid method of sending information from one library to another, I believe that it is generally felt that for the most part this machine is too time consuming for public libraries. Most of the material requested is from bound books or other bound publications making it necessary to make Xerox copies before the information can be transmitted by machine. The telefacsimile machine also requires two employees during the entire transmittal process (one at the sending end and one at the receiving end). This is too time consuming for a librarian on duty at a public desk, and furthermore the process is expensive.[1]

b. RAPID DELIVERY.

The importance of speed in providing information to businessmen suggested to Meyer and Rostvold the need for some kind of door-to-door delivery which would eliminate the delays involved in coming to the library. At the outset of the Project a plan was devised for employing a young person with a motorcycle or other means of transportation to make daily deliveries to those businesses requesting such a service. The messenger would also make pick-ups arranged for by telephone call.

Although advertised in Project publicity and reiterated by the Library Representatives during visits, requests for delivery or pick-up occurred so seldom that no formalized messenger service was inaugurated. From time to time deliveries were made - often by one of the Library Representatives responding to a need for information uncovered during the course of an interview with a businessman.

Far from demanding or indicating a real desire for such service, a number of businessmen expressed the belief that "sending someone to the library" or going themselves was the least they could do in return for the research performed by the library. Several even suggested that if such a messenger service were provided, it should be done on a fee basis.

It is possible that a messenger service established to reach a selected group of firms each day, plus those with more immediate needs, might prove more workable than a service based on stated demand. It is impossible to guess whether or not such a regular contact would promote further library use.

B. IN-HOUSE LIBRARY SERVICES AND SPECIAL PROMOTION.

The Meyer-Rostvold recommendations included suggestions that the library attempt to attract businessmen and educate them to use the library through such devices as tours and seminars. It was apparently assumed that groups of businessmen could be motivated to visit the library and, through a tour of the facility, be introduced to the collections and become familiar with the general layout of the building. Because of this improved familiarity, it was presumed that more and better use of the library would result.

In addition, the Meyer-Rostvold study encouraged the libraries to provide free copying service, literature searches and otherwise promote its image as a real information center.

1. Tours.

The idea of tours seemed to have a low priority. Though discussed, no actual attempt was made to invite a group to the library. It seemed that this step required greater familiarity with the various groups in the local Economic Community, and considerable staff time As an untested idea, the tour still seems to have potential and might best be used with groups showing some homogenity such as might be found in professional organizations.

2. Seminars.

Like tours, the seminar concept never "flew." Again, there was general recognition that the library could do much to encourage usage by bringing a group of businessmen together who had a similarity of interest and introduce them to the library and the special resources provided in their area. But again, this seemed to be beyond reach in terms of the amount of staff time required to prepare a meaningful program and to arrange for the seminar. To be successful, it would seem that library staff making a presentation of this kind needs to be both knowledgeable and fully equipped with visual aids to maintain interest and encourage learning.

3. Free Photocopies.

Throughout the Project, Businessmen were furnished Xerox or other copies of materials as needed at no cost. This aspect of the service was greatly appreciated, though sometimes hard to explain to the non-business library user who continued to pay for his copying. Perhaps the free-copy provision was partially responsible for the willingness and ability to assemble packets of information in reply to business questions which the businessmen could take with him. Certainly, the free photocopies increased the number of copies made and encouraged staff to use more sources in answering questions.

4. Literature Searching, and Scanning Service.

A number of businessmen expressed a desire for library staff to both scan literature for the purpose of calling appropriate articles to their attention, as well as conduct fairly thorough literature searches. After consideration, it was the opinion of both the Project Librarians and the regular library staff that these services were too time consuming. Besides, since only a very limited amount of staff time could be applied to such activities, only a few firms could be dealt with. This would open the library to possible charges of discrimination. The staff offered, instead, to do preliminary screening of material, even in fairly technical subject fields, but company officials with technical know-how were indispensible to making the ultimate choices. In only a few instances were literature searches of this nature actually conducted. The offer by staff to give instruction to company employees in the use of tools, etc., was not accepted by anyone.

C. PUBLICATIONS, PUBLICITY AND PROMOTION.

As noted in a number of places in this report, a variety of suggestions were made to publicize library service to the Economic Community. Some of these have been fully described in previous chapters. However, a number which appeared to have merit but little opportunity for implementation seem to deserve at least passing mention.

1. NEW ACQUISITIONS LISTS.

Meyer and Rostvold found that sixty-one per cent of their respondents suggested that the library use direct mailings to increase the awareness of library services. Forty-four per cent of these suggested the mailing of new acquisitions lists. While there were a number of discussions about how the library might best compile and distribute such a list, none was ever produced. Opinion was divided as to the content, format and distribution. Some felt that the list should be fairly complete and sent as a separate mailing every month; others preferred a more selective version, mailed less frequently. One of the more specific ideas was to create a list which could be used as an insert for *Business Briefs* - or incorporate a short column of more prominent titles into *Business Briefs* as a regular feature. Another question arose as to whether the list should be partially or totally annotated since many titles appeared, upon review, to be somewhat ambiguous if not misleading as to subject matter, scope, etc. These and other problems would, no doubt, have to be resolved by any library wishing to distribute an acquisitions list.

2. COMPANY NEWSLETTER RELEASES.

When it was discovered that many businessmen were asking for an item to appear in their company newsletters or house publications, it seemed to be an unusual opportunity to use these as a regular vehicle for conveying information about the library. Although never implemented, there were suggestions that a comprehensive list of these media, along with relevant publication data be assembled and regular releases be channeled to them. Some of these items would be fairly general in nature, while others would be aimed at particular areas of interest or subject specialties. The real potential of this was never fathomed.

3. POSTERS.

The Pomona Public Library did, as noted in a previous chapter, have a series of four posters designed and sent to various firms. These were only the first of a planned series which would have continued indefinitely by varying the message and special group appealed to. Posters seemed to be a medium easily prepared and distributed, and one which enjoyed enough variation in color and message to have long-term appeal. Businessmen seemed, on the whole, to welcome posters and it is known from observation that at least some of them were, indeed, posted on employee bulletin boards. One suggestion which seemed to have real merit was offered - the possibility of attaching a pocket on the poster to contain a supply of library registration blanks and postage-paid reply envelopes addressed to the library. This presupposed a simple registration form with easily understood instructions for filling the blanks. By color coding or other device, the number of responses from any given firm could have been easily recorded to determine the effectiveness of this device.

4. "FACT BOOK"

Early in the Project some of those concerned with the program in Pomona suggested the desirability of providing each businessman with some sort of publication which would be of such value that he would retain it in his desk and there it would serve as a constant reminder of the library and its services. It seemed that perhaps the most logical publication would be one containing the kinds of information a person in management would need or want to have close at hand for immediate reference but not easily found. A plan emerged to publish a "Pomona Fact Book" which would contain an extensive array of information. It was suggested that the contents include the following:

a. An accurate mileage table and freeway route guide to all cities in the Greater Los Angeles Metropolitan Area, and to special places such as airports, harbor facilities, major academic complexes such as UCLA, USC, etc., recreational areas, and other points of major interest.

b. A directory of local governmental offices for city, county, regional, state and federal agencies, including a brief description of scope and/or function.

c. A directory of local business and professional organizations, public schools, and academic institutions, with a description where appropriate.

d. A list of frequently used telephone business and emergency numbers for police, highway patrol, sheriff, fire, ambulance, hospitals, utilities, airlines, telegraph, post office, etc.

e. A roster of important public officials and officers of major businesses, civic and professional organizations including County Board of Supervisors, State and Federal legislators representing the local area, City Councilmen, City Administrators and Department heads, officers of retail merchants' organizations, Chambers of Commerce, etc.

f. A directory of the major civic, fraternal, cultural and service organizations in the community, indicating meeting times, places and dates.

g. A "where-to-go-for-what" guide - a kind of subject index to the directory providing guidance in determining who should be called in a particular circumstance.

h. A brief compendium of frequently needed information such as correct forms of address for government officials, voter registration requirements, election dates for national, state and local elections, list of holidays - legal or otherwise, postage rates, etc.

i. A directory of media including telephone numbers and addresses for local newspapers, radio and television stations, specialized publications such as shopping news, regional periodicals, etc.

j. Brief library messages interspersed in the contents to serve as a reminder of the library's role as an "information headquarters' and to indicate the scope of the collections and services available through the public library.

The scope of the "Pomona Fact Book" soon exceeded the availability of staff to create and funds to produce and distribute, though a "first edition" was actually drafted. There seems to be little doubt but what a carefully designed book of this kind would be an asset to most businessmen while serving as a continuing reminder of the public library's interest in and ability to provide needed information.

5. "LOCAL BUSINESS CONDITIONS AND DATA" SUPPLEMENT.

As discussed in the chapter devoted to *Business Briefs* there was an expressed desire on the part of businessmen for a publication which would provide information about the local scene. Progress on this proposal was related in that chapter. It is unfortunate that time and funds precluded the publication of this supplement. It would have given the public library still another avenue of approach while offering the businessman information virtually unavailable except through time-consuming research.

6. PROMOTIONAL ITEMS WITH NAME OF LIBRARY, TELEPHONE, ETC.

In brainstorming the ways in which the library might get, and hopefully keep, its name and telephone number in front of the businessman, a variety of promotional ideas were suggested which went untried. These included an adhesive sticker for telephones which would include the telephone number of the library, along with two or three "emergency numbers" such as police, ambulance and fire. Many of the items considered for the Fact Book seemed eligible for consideration as "separates" - particularly the mileage and freeway guide, and the subject guide to local governmental offices and agencies. The usual promotional items such as note pads, rulers, etc., were also discussed.

7. PORTABLE DISPLAYS.

Preliminary work was done on the design of a frestanding display panel which could be placed either in public places such as banks, etc., or in the staff areas of large companies. Through careful use of photographs, cartoons, and printed information, it was hoped that the library could project a new image of special service to the businessman. Initial contact with both financial institutions and large industries showed an interest in this kind of display and a willingness to place portable displays in their facilities. If was realized that the effectiveness of such displays would depend upon the ability to present the library message in a persuasive manner. This would require the use of professional talent trained in producing graphic presentations.

8. SPECIAL EVENTS IN THE LIBRARY.

The use of special events and exhibits was another approach suggested to call attention to the library and increase participation of businessmen. One such possibility which seemed to engender staff enthusiasm was an idea for an "Industry Fair." Through exhibits of products, such a Fair would have the objective of acquainting the public with the variety and complexity of items which emerged regularly from the production lines of local industry. It was assumed that since manufacturers are usually interested in improving their images in the community, they would be eager to cooperate in such a project; smaller items could be displayed in the library's exhibit cases while some of the larger items might be exhibited in the form of models, photographs, or free-standing displays. Where appropriate, the library could include related books covering particular industries, products, and processes. A popular directory of local manufacturers with their more important products would be prepared for public distribution, along with a reading list. Unfortunately, the lack of staff time equal to the task of planning and executing such an event prevented its realization.

A variation on the "Industry Fair" was also suggested: namely the use of library exhibit facilities to highlight a particular segment of business or industry for a special week or month. Prominent businessmen, it was further suggested, might be enlisted to serve as an advisory committee to assist in gathering items for display, determining themes, etc. Some kind of public event would be held concurrently in the library such as the showing of an appropriate film, a book talk on relevant new titles, or a discussion of the meaning of the particular industry, business or activity to the community in terms of its products, employment base, and future plans. As an extension of this idea, it was further imagined that the library might cooperate in the celebration of some of the special days, weeks, or months already set aside for nation-wide recognition of a particular type of industry or commercial endeavor. This is, of course, merely an amplification of the public library's traditional celebration of National Book Week, National Library Week, and National Newspaper Week.

Preliminary investigation indicated that while such special events and activities would reap great benefits, they would also require considerable staff time. Like other untried promotional ideas, no special events of this kind were held during the Demonstration Project because the required resources of staff, time and money exceeded the amount available.

D. DIRECT SERVICES TO BUSINESS AND INDUSTRY.

Several ideas for improving the library's direct services to business and industry were implemented on at least a limited scale. These are discussed in this section along with some of the recommendations accruing from "lessons learned the hard way."

1. REGISTRATION OF EMPLOYEES.

As mentioned elsewhere in this report, the Library Representatives made the registration of businessmen for library cards a regular part of their visitation procedure. While registration should never be construed to equal actual use, nevertheless it is an important part of removing artificial barriers and facilitating utilization. On several occasions, as noted earlier, the Library Representatives were afforded the opportunity of setting up stations to register employees of several different firms. These appeared to be quite successful both in the response of those contacted and the number of applications made.

However, anyone considering the use of such a technique should be aware of certain inherent problems. These can be avoided through proper preparation. Library registration procedures are often encompassed by detail and circumscribed by what may seem to be obscure requirements. Rules which may be logical and necessary for the general public often appear unsuited when applied to a particular individual or group in business and industry. For instance, does one really *insist* on three references from the president of a multi-million dollar corporation employing thousands of people? And what do you do if the Chairman of the Board refuses to give you his unlisted telephone number? Do you withhold borrowing privileges from the plant manager who doesn't fill out *every* blank line on the registration card? How do you deal with the official who turns the matter of filling out the application form over to his secretary? Insistence upon 100% compliance to all rules and regulations may well appear to be capricious "nit-picking" to the businessman who is accustomed to handling substantial negotiations with much less formality.

To avoid embarrassment on all sides, and to facilitate the registration of individuals within business and industry, the library should carefully review its regulations and its registration procedure. The viewpoint of the businessmen should be sought and common sense applied so as to avoid the often-times accurate accusation, "It's sometimes easier to get a gun than a library card!"

Following such a review, those who may be directly involved in the registration of new borrowers should be fully informed as to regulations and procedures. Close coordination between the Library Representatives and the circulation staff is mandatory. In fact, one of the more promising suggestions coming from the Demonstration Project was to create a team consisting of the Library Representative and a responsible member of the circulation staff; the Representative could concentrate on attracting new customers, leaving the circulation clerk free to oversee the registration details. If any exceptions or irregularities occur, a member of the circulation staff could then make the necessary judgments and decisions.

The restrictive regulations employed by some libraries produce a credibility gap in terms of the library's interest in being a real service institution. Besides, most such artificial restrictions are considered ineffective except as a form of harassment. One of the Project Librarians, commenting on this after numerous discussions with businessmen, described some of the more common methods used in circumventing library rules:

> In many instances, where information was needed, cards were swapped so that by using someone else's card they got the material. Secretaries are sent, etc. Passing out business library cards to all employees in the city will solve a lot of illegal use of cards. Most of the men were most happy to be offered their own library cards and most confessed that they had always used their wive's cards.[2]

It seems obvious that libraries wishing to serve their business communities should develop realistic regulations regarding their registration and confer the borrowing privilege on as many as possible.

2. COMPANY CARDS.

One of the frequent requests of businessmen is for a "company library card." The possible disadvantages of such a card are well known to libraries which may have tried these in the past. During the Demonstration Project however, the rules were changed to permit the issuing of "company cards." This seemed to be a legitimate request due to the fact that a sizable portion of those working in the local area lived elsewhere and were subject to non-resident fees. The conditions established for these cards included the formal designation of a specific individual by the head of the firm to be responsible for the company card and the restriction of the user to adult non-fiction. No record was kept of the number of cards issued, but it was sizable. In the few instances where overdue materials or lost items occurred, the companies quickly recognized their liability, thereby substantiating the workability of the provisions. Company cards proved to be a popular device and demonstrated, in a very tangible way, that the public library was attempting to eliminate barriers to the use of its resources and services.

3. ROVING COLLECTIONS.

An idea occurring to the Project Librarians during the course of the Demonstration concerned the possibility of establishing a series of small collections of titles to be placed for use in various firms. As the concept was developed, several firms were approached which volunteered to be "guinea pigs." Because this idea is a novel, yet simple, one which almost any library can implement with a minimum of effort, a more detailed description is merited. The fact that the idea occurred toward the end of the Demonstration period accounts for the lack of more evidence as to its success.

As a quick test of the idea, it was decided to assemble three of what became known as "roving collections." Each was to contain about twenty-five titles consisting of (a) management oriented books, (b) a group of titles related to the company's field of interest, and (c) a few popular titles concerned with the business world such as *The Peter Principle*, *Up The Organization*, and *The Wall Street Jungle*.[3] The original intent was to create these collections without cataloging the books since they were all duplicates of titles in the library collection and, it was presumed, many would either be lost through circulation or so worn or out-of-date as to be unusable. However, tradition prevailed and the collections were delayed until all titles were cataloged.

So that complete freedom of choice would be exercised in the selection of titles, the volumes were considered expendable. A simple, self-service circulation control system was set up with the borrowers more or less on the "honor system." Inexpensive table book racks were purchased and eye-catching signs designed. The Project Librarians established a routing schedule for the three roving collections among the firms interested in participating. A newspaper article appeared to herald the inauguration of the new service aimed at proving to businessmen that the library did, indeed, have materials other than mysteries, westerns and light romances! The news story and the accompanying photograph which showed a prominent businessman receiving the first of the roving collections was used to advantage. Copies were sent with a letter of explanation to other firms asking if they would like to participate by having such a collection on their premises for a month. The response was good and the list of companies wishing to receive this service grew quickly.

The impact of these collections cannot be judged by statistical data. However, for the record, it should be stated that the seventy-five titles accumulated a total circulation of 103 in something less than six months. The relative popularity of the various titles is not known. There was an average of six check-outs per collection each month. However, it should again be stressed that some of the circulation undoubtedly went unrecorded and there is no count whatsoever of materials used within the confines of the firm. It would have been illuminating to have data permitting a comparison of the circulation record of the "Roving Collections" with the same books standing in the library collection. There was an average of six circulations per firm per month.

During the six-month period the "Roving Collections" were placed in seventeen firms; three of the companies had the collections twice. At the end of this time only two books were missing, contrary to the fears and concerns of some who predicted that most of the volumes would disappear overnight.

Whether such rotating collections could be used over an extended period of time would appear to depend upon the availability of funds to purchase new titles to keep the collections fresh and relevant. Where usage is highest, the library might consider making the "Roving Collection" into a more permanent attraction. Under such circumstances the collections might be enlarged somewhat to provide even greater "bait." However, unless it is the library's intention to provide such firms with a kind of "company library," care must be taken to see that the emphasis continues to be directed toward the goal of encouraging the use of the public library as the first point of contact for the businessman in search of information.

4. ASSISTANCE IN THE ESTABLISHMENT AND OPERATION OF COMPANY LIBRARIES.

While many of the firms contacted were too small to have more than an incipient collection of miscellaneous pamphlets, periodicals, books, directories, etc., which they used from time to time, there seemed to be a general recognition that materials, regardless of number, should be organized in some manner. Therefore, the Library Representatives received fairly frequent requests for assistance in establishing "company libraries" or advice in the operation of such services. Obviously, the public library appears to have a real opportunity to render service at this point. A number of approaches were discussed by the Project Librarians and the regular library staff. One of the early suggestions was the compilation of a bibliography covering this subject. However, it was discovered that the Pomona Public Library had only a few of the publications and it did not seem desirable to issue such a list unless the material was readily available.

It soon became evident that the library staff lacked time to provide the kind of assistance businessmen needed to properly establish a functional operation. It was further agreed that public librarians generally do not have the training and experience this kind of work would require. In any case, there would be difficulty in justifying the expenditure of staff time to consulting in the private sector. Therefore, it was decided that unless a better solution offered itself, such requests should be referred to the Special Libraries Association which maintains a limited consultant service. However, such a disposition of the problem neither nullifies nor diminishes the public library's interest or responsibility for maintaining a suitable collection of materials and tools which would be helpful to the small specialized library.

As an outgrowth of discussion on this point, the Project Librarians recommended that public libraries consider the feasibility of hosting occasional workshops where groups of non-librarians responsible for special library services in local business and industry might meet with representatives of the Special Libraries Association as well as public library staff. It was suggested that such meetings would also be mutually helpful for sharing information about resources, etc.

E. LIBRARY SERVICES AND COLLECTIONS.

Some of the ideas and suggestions occurring during the Demonstration Project concerned the internal operations of the library, its staffing, services, and collections.

1. IN-SERVICE TRAINING.

One of the most meaningful suggestions, prompted by the need to keep staff informed and involved, was the possibility of holding a series of in-service training programs. These sessions would have the two-fold purpose of up-dating the general staff on Project progress and provide opportunity for increased sensitization of the reference staff. This seemed very important since the quality of the continuing program would be largely determined by the regular staff.

While no such meetings were held, contents and methodology were discussed. It was proposed that the agendas include discussions of Project objectives, detailed briefings of activities, and discussion of the needs of business and industry uncovered during visitation. Techniques developed in the visitation process could be explored through role-playing and other devices. These sessions were to be "two-way streets," enabling the reference staff to convey ideas and suggestions growing out of their day-to-day experiences in serving businessmen. It was hoped that such meetings would help mold the staff into an organic unit better suited to the continuance of the program beyond the Demonstration period.

Besides the in-service training meetings, it was also recommended that the reference librarians serving business and industry within the library be scheduled to accompany the Library Representatives on some of their rounds of visitation. This further step would provide conditioning to the "world outside the library walls" and would serve as a training experience in preparing the regular staff for carrying on the visitation program.

2. STAFF ATTITUDES.

The Project Librarians reported that staff attitudes, on the whole, were "wholesome" insofar as service to business and industry was concerned. On the other hand, a variety of incidents occurred during the course of the Project to indicate that there is still room for improvement. Attitudes are, of course, very much an individual matter and any attempt to categorize them in terms of being common to a particular department or segment of a library staff would be unfair. However, the administrator must be aware of the situation in his own library and take steps to create improved attitudes. In some instances it was found that poor staff attitudes emerged when a particular individual or section of the library was not kept fully advised of the Project. Because of the need for experimentation, some of the library's more cherished rules seemed to be broken with impunity by the "interloping" Project Librarians - such as circulating reference materials, spending extensive time on reference questions for businessmen while other patrons would be kept waiting or given more perfunctory service, etc. The freedom of the Project Librarians to "come and go" was an irritant to several who failed to understand the importance of flexibility in schedule. The need of the administration to provide all possible support to the Project Librarians sometimes appeared to be an expression of favoritism. Where Project requirements made it necessary to abridge normal procedures, particularly in the scheduling of personnel, it sometimes seemed that double standards were being countenanced. Such concern might have been minimized had the administration devoted more time to the problem of interstaff communications.

The importance of staff attitudes was emphasized by the number of businessmen who took the Library Representatives' visit as an opportunity for narrating unpleasant experiences which had affected their use of the library. While these remonstrations were relatively infrequent, such complaints seemed to focus on certain crucial areas which are perhaps worthy of review:

a. Accusations by circulation staff concerning alleged infractions of various regulations, particularly those concerned with registration, overdues, and failure to return materials.

b. Observation that reference staff sometimes seemed to treat their serious requests with flippancy, including ill-concealed and deprecating remarks to other staff such as, "Why do you suppose he wants information on a stupid subject like *that*?"

c. Casual advice such as, "Why don't you use the card catalog?" in lieu of real assistance.

d. Observation that reference staff were making extensive efforts to locate a recipe for a housewife while dismissing their own involved question as unanswerable following a perfunctory glance at a periodical index or other tool.

e. Failure to volunteer the use of "back-up" resources of System, SCAN, and California State Library for business-related questions; one businessman complained that a reference librarian had recently reacted to his request for material with the statement, "If it's not in the catalog, we don't have it!" while filling out interlibrary request forms for another patron.

f. Librarians expected businessmen to know how to use indexes, services, directories, etc., and did not offer to help beyond pointing out their location on shelves or tables; after spending a frustrating few minutes in trying to find desired information businessmen noted that they gave up, walked out, and resolved not to waste their time again.

If the public library is to become the first point of contact for the businessman seeking information, library administrators must take steps to eliminate these causes of friction. Just as the businessman knows that the image of his firm is created primarily by employees who meet the customer, so library administrators must devote more effort to create and maintain a consistently favorable staff attitude. The attainment of this goal will require the use of the entire repertoire of personnel training devices.

3. COLLECTION EVALUATION.

The use of special librarians in the role of Project Librarians appeared to offer an immediate possibility of collection evaluation by subject specialists. By applying their knowledge of both the potential businessman customer and library materials, it seemed that these individuals could provide a new dimension to collection development.

The formation of the new Business-Industry Division in the Pasadena Public Library was the direct result of using Special Librarian "know-how" to create a collection. Mrs. White's "know-how" was instrumental in determining which Dewey Decimal classes in the existing collections would be consolidated into the new Division, as well as in the selection of additional materials. Pasadena was especially fortunate that Mrs. White's extensive Special Library experience had been tempered by service in public libraries, thereby providing an understanding of both fields.

The Pomona situation was somewhat different. A special, though not isolated, collection of materials for serving business and industry had been in existence for a number of years. The librarian in charge was knowledgeable and resourceful. The final decision in book selection was made by the supervisor of another division who, while sympathetic, was necessarily committed to the development of the total library collection. Therefore, while the Project Librarians were invited to study the collection and make recommendations, they had considerably less impact on selection and collection development than was the case in Pasadena. Titles recommended by the Project Librarians were subject to the same channels of review and evaluation as those made by any other staff member. This resulted in some tensions between the regular staff and the Project Librarians who were accustomed to great independence in book selection. The regular staff, on the other hand, pointed, with some justification, to the fact that the Project Librarians had not been sufficiently thorough in their search of new titles, or had failed to take into consideration materials already in the collection. On the whole, however, the Pomona library collection appears to have benefitted somewhat from the efforts of the Project Librarians who, if nothing else, brought a vigorous, fresh and different point of view to bear on selection.

4. RULES AND REGULATIONS.

Meyer and Rostvold called attention in their report[4] to the need for libraries to carefully review the pertinence of their rules and regulations since these sometimes appear to be a barrier to the use of the library by businessmen. So far as could be determined, none of the libraries involved in the Demonstration Project made a thorough, objective study of its rules and regulations with the businessman's needs in mind. On the other hand, as problems surfaced, the rules involved were reviewed and often altered. Attention is called here to the new regulations permitting the issuance of company cards, a greater permissiveness in the circulation of reference books to businessmen having an urgent and immediate need for specific information, and some revision of regulations pertaining to borrower's cards. In other words, modifications were made, usually after a need became apparent rather than as a result of any systematic review of all applicable library regulations and policies. As a result, a patchwork of rules and policies may emerge which are the result of immediate reaction to a particular situation rather than a considered modification based on conscious analysis of all factors.

5. FILMS.

During the course of the Demonstration Project, many businessmen expressed interest in the library's audio visual collection, and a decided interest in certain types of films emerged. Most important, it seemed, were films pertaining to safety. Other categories receiving frequent mention were (1) management and supervision, (2) retailing, (3) sales management and training, (4) shoplifting prevention, and (5) plant security. Unfortunately, neither the Pomona Public Library's film collection nor the film resources of the MCLS offered much in these fields.

Investigation of both customer demand and film availability seemed to indicate that films produced on such subjects were usually directed at a specialized audience and would have limited application within the confines of one city, or perhaps even MCLS. Rather than place such films within its holdings at considerable expense, it seemed wise for the library's Audio Visual Division to act as a source of information about films and their availability. By maintaining an extensive file of film catalogs and by becoming familiar with sources, the staff could give considerable assistance in the selection of film. It was also suggested that since many companies would be forced to rent such films, the library might maintain records of the types of films used by various firms and promote both multiple use of a film and a sharing of the rental cost of a single booking. The library could also offer its physical facilities for previewing film and for showings where the firm did not have proper space or projection equipment. This seemed particularly appropriate for the smaller firms. Finally, it was suggested by staff that a publication of some kind devoted to library film service to business and industry would be worthwhile and popular. Except for the gathering of some catalogs and occasional counseling of a few businessmen, the Project was concluded before action could be taken on these recommendations.

6. PHONOGRAPH RECORDINGS.

In response to an assumed need, the Pomona Public Library had acquired a number of phonograph recordings related to several aspects of business, including salesmanship, typing and shorthand skills, etc. While these were called to the attention of businessmen during the visitation campaign, few expressed any interest and little use was made of these items. The Project Librarians evaluated some of the records and expressed the opinion that the recordings on salesmanship were mediocre at best. No attempt was made to purchase more records of this type or to prepare a brochure concerning phonograph recordings. This can hardly be deemed a fair test of the potential usefulness of recorded media to the businessman. A much larger variety of disc and tape recordings would be required, and substantial promotion would be necessary before a judgment could properly be made.

7. MILITARY SPECIFICATIONS AND STANDARDS - GOLDEN OPPORTUNITY OR BLIND ALLEY?

Most of the proposals growing out of the Meyer-Rostvold study, or suggested during the course of the Project, received a relatively uniform and favorable reception. Not so a proposal by one of the Project Librarians that, in one way or another, the public libraries of the area should provide a comprehensive service to business and industry by furnishing copies of military specifications and standards. (The term *mil specs*, used hereafter, is intended to cover the entire range of specifications and standards, including both those of the government and those issued by various recognized societies and other agencies such as The American Society for Testing Materials, Society of Automotive Engineers, and United States of America Standards Institute, to name but the most important ones.)

The importance of mil specs to the local Economic Community had been recognized by Meyer and Rostvold[5] and since both Project Librarians in the Pomona Demonstration had been recruited from highly specialized defense-oriented industry, it was natural that this subject would be of particular interest to them. Besides, the Pomona Public Library had experienced a continuing demand for such items and some frustration was felt by staff in trying to serve this need.

After completing the Demonstration in Pomona, and after contact with Pasadena and other participating MCLS libraries, Mrs. Winegar was pursuaded that public libraries had both a responsibility and an opportunity to provide a real service to industry by furnishing a complete selection of mil specs. While the Pomona Public Library had acquired a stock of those most frequently asked for, the staggering number required to fill every possible request seemed far beyond the logical reach of that library. However, in view of the popularity of these materials in Pomona, one of the "mini-bibs" distributed in that city was devoted to a brief listing of specifications available in the local public library. Attention was also called to the fact that other specifications were available through the California State Library and could be made available on a one-day service basis, using the Pomona Public Library's telefacsimile equipment.

Besides the California State Library, at least two commercial firms in Southern California maintain complete files and offer to supply copies at a price running from a few dollars to thirty dollars or more. Meyer and Rostvold suggested that some kind of agreement might be made between the public libraries and these commercial firms by which libraries might receive a substantial discount based on volume, So far as is known, this possibility was not explored, but the question was raised, "Should public libraries refer requests for such information to a profit making concern?"

While the extensive collection of the California State Library was indeed available, problems arose in its use. The longer specifications required lengthy periods of telefacsimile transmittal which, in turn, meant that personnel had to attend the machine at both libraries throughout the process. Sometimes copy of drawings, charts, tables, etc., failed to transmit clearly, resulting in poor copy. Because of these experiences, "rush" requests were forwarded to the State Library for hard copy whenever possible.

Feeling strongly about this, Mrs. Winegar researched the problem and possibilities. She recorded her findings and recommendations in a report[6] which was distributed to personnel in both the Pasadena and Pomona libraries, and to the California State Library. In brief, she recommended the establishment of a complete collection of specifications and standards in one of the libraries, and thereby enable public libraries to offer what she termed "an impressive, vital and money saving service to local companies."

In spite of what appeared to be sound arguments, the conclusion was questioned on several sides. First, staff of the Pasadena Public Library, where apparently few requests for standards and specifications are received, felt that the importance of the subject was somewhat exaggerated:

> Contrary to the impression that a subscription to military specifications and standards is essential to MCLS, no requests from the System were received for military specifications. Burbank requested one federal specification, Pomona and Redondo Beach each requested one U.S.A., now ANSA, and Pasadena required three. Cutbacks in defense expenditures and other military contracts have lessened the need for mil specs which can easily be supplied from Global Engineering at a nominal cost, or from Hycon on a free photo copy service.[7]

In its reply, the California State Library spokesman recognized the thoroughness of Mrs. Winegar's study but expressed the opinion that in view of the considerable cost involved in establishing and maintaining such a collection, and the willingness of the California State Library to provide rapid access to these materials, the mil spec collection should remain as a statewide service available upon request to Sacramento.

By way of contrast, Mrs. Bucher testified in her report on the Project that:

> A list of specifications and standards available at the Pomona Public Library and other libraries was compiled. It is felt by this librarian that this was probably the most useful of all bibliographies. Making persons in industry aware of the availability of specifications, standards, patent descriptions, and technical and business periodicals has been one of the greatest results of the BI Info program. As a result of BI Info publicity a number of firms have telephoned for standards and specifications.[8]

Project Librarian, Mrs. Boche, also gave the matter serious consideration in her final Project report. She recognized industry's need for this material as well as the advantages and disadvantages of using both the commercial sources and the California State Library. In addition, she noted that specifications and standards were a popular subject of discussion among the businessmen she had visited and that at least thirteen of the Pomona companies she had visited expressed interest in securing these through the library. When visiting in other library communities such as Azusa and Torrance, she had encountered additional firms who were interested in mil specs. She concluded, however, that: "With government contracts falling off at the rate they are now, I'm not convinced that the time and money to install a complete set of specifications and standards would be well spent."[9]

Mrs. Winegar defended her proposal in her final report as follows:

> Our talks with industrial businessmen indicate their lack of knowledge that such services are already available. And the same enthusiasm for a local collection thrives. I still feel most strongly that such a collection in Southern California would be a real step forward in providing what the defense contractors really need. If this collection is not provided we should stop talking about how the library tries to service the businessman in order to save him money on buying information. It would be a farce.[10]

After considering the arguments, pro and con, it seems that the proposal continues to have validity and merit. While there can be little question as to the cost of establishing and maintaining a program of this scope, neither can there be much argument as to its usefulness to industry. The excuse that these material can be procured through several commercial channels seems to be no more logical than stating that public libraries need not subscribe to technical publications, journals, and periodicals since these are also available via private subscription! More meaningful is the fact that a collection is already available to public libraries through the California State Library. The objections to the use of this collection relates to speed and convenience.

Upon analysis, the problem seems to rest not on the failure of the California State Library to provide this essential information resource for industry, but rather on the location of the collection. Recognition needs to be given to the fact that a preponderance of industry is now, and will probably continue to be, located in Southern California. In view of the practical problems associated with obtaining copies of specifications and standards, even by telefacsimile and rapid delivery, it would seem logical that a basic collection so essential to industry should be located in Southern California rather than in Sacramento.

It is, therefore, a recommendation of this evaluation that the California State Library seek ways of relocating its collection of specifications and standards in Southern California and thereby increase its accessibility to the primary users. This could be accomplished in a number of ways, including an agreement with a library to provide space, staff, and service under contract to the State. While considered here as essentially a public library function, it is possible that the collection might be equally well housed and maintained in an academic library - preferably one to which access is fairly easy - providing the agreement guaranteed full use by public libraries in giving service to industry.

8. ORAL HISTORY FOR BUSINESS AND INDUSTRY.

One of the most unusual program proposals came from Mrs. Sophia White at the Pasadena Public Library. Noting that there was a continuing need for historical and biographical data on local business and industry, she planned a series of taped interviews with local industrialists and businessmen. A collection of such tapes would create authentic primary source materials which would be available to meet a variety of needs. Tapes were to be transcribed for editing and approval by the interviewees before becoming a part of the collection. Besides the novelty of actually hearing a businessman or industrialist narrate the history of his company, it was expected that far more data would be assembled in this fashion than might be derived from printed sources. This idea, too, was shelved for lack of staff time, though an announcement appeared in the Pasadena Chamber of Commerce monthly newsletter for June 1970.

F. CONCLUSIONS AND RECOMMENDATIONS.

It seems obvious that one of the advantages of a project of this type is the "spin-off" of new ideas and concepts which occurs as the demonstration proceeds. On the other hand, the lack of time, staff and funds to implement or experiment with some of even the simplest of these leads to a certain amount of frustration. In most cases, some kind of preliminary planning, or at least speculation as to how implementation should occur took place, although execution did not.

Where specific recommendations were possible they have been included as part of this chapter's contents. It is hoped that this chapter will provide considerable "meat" for those considering a project of this type, as well as evidence of still another facet by which this Demonstration Program can be evaluated.

FOOTNOTES

[1] Bucher, *op. cit.*, p. 3

[2] Winegar, *op. cit.*, p. 22.

[3] See Appendix IV for list of titles included in the Roving Collections.

[4] Meyer and Rostvold, *op.cit.*, p. 81

[5] Meyer and Rostvold, op. cit., pp. 118-119

[6] See Appendix II.

[7] White, op. cit. p. 2.

[8] Bucher, *op. cit.*, p. 4.

[9] Boche, *op. cit.*, p. 27.

[10] Wineger, op. cit., p. 21

CHAPTER XVII

CHANGE, FOR BETTER OR FOR WORSE: THE EFFECT OF THE DEMONSTRATION PROJECT ON PARTICIPATING LIBRARIES

It would seem axiomatic that a Demonstration Program of the scope and vitality described in this report must leave a residue of effect on the participating libraries. Perhaps this is self-evident; certainly much of the reaction is too subtle for easy analysis. Some of the consequences may be products of time and are not yet discernible. In any case, the tools for anything approaching the scientific testing and evaluation of such effects are largely missing. For the record, however, those effects which can be identified and appear worthy of comment are reviewed in this chapter.

A. PERSONNEL.

Both the Pasadena and Pomona Public Libraries employed special librarians as well as other support personnel to carry out the demonstration program. Such personnel supplemented the regular staff in the Pomona Public Library and were only incidentally involved in the internal staffing of public desks and the conduct of reference work. However, in the Pasadena Public Library, Project personnel established a new Division and several, including Mrs. White, the Project Librarian, later filled newly created positions designed to continue the Business Industry Division program.

In both libraries, Project personnel brought new viewpoints, a specialized knowledge of the needs of businessmen, and competency in specific subject fields. Perhaps the most noticeable contribution was the surge of energy and enthusiasm which accompanied them. Inevitably, it seems, these attributes which were welcomed as a challenge by some staff members were considered as a threat by others. Therefore, the Project Librarians appear to have gained varying degrees of respect and acceptance from the regular staff members.

As might have been expected, a certain amount of "testing" seems to have occurred as regular staff members pitted their knowledge and skills against those of the Project Librarians. In some cases, staff members questioned the propriety of placing so much emphasis upon a single segment of the public and expressed resentment over the additional latitude granted Project personnel in scheduling, etc. Some of the regular staff members claimed to be offended by the zeal displayed by the Project

Librarians for the Special Library Association and what were interpreted as condescending remarks concerning public libraries.

The Project Librarians noted that the Demonstration Program had not left them unscathed either. They voiced an increased understanding and appreciation of the public library's role to serve the entire community. On the other hand, they remained critical of what they viewed as the unnecessarily complex mechanics of public library operations which inhibited the kind of quick response and "all out" effort sometimes needed to supply information in the manner common to special libraries. Accustomed to the informal working relationships existing between special libraries, the Project Librarians expressed impatience with the relatively restrictive and more formalized approach used by public libraries to utilize the resources of other libraries. More precisely, whereas in special libraries emphasis is placed on using personal contacts in other libraries, public libraries appeared to take a more devious "institution to institution" route for reference and interlibrary loan service. Concern was also expressed by the Project Librarians for the seeming lack of communications within the library staff. Cases were sometimes cited to show how the failure of other staff members to be fully informed about the progress of the Project had resulted in difficulties. Such complaints over the seeming lack of effective internal communications dramatized the difference between the comparatively simplistic and direct nature of communications within a Special Library and the much more diffuse and complex character of communications in medium sized public libraries.

Lest this commentary seem unduly negative, it should be stressed that, in general, there was a mutual appreciation of responsibility and the Project Librarians and regular staff in both libraries maintained professional attitudes which resulted in effective teamwork throughout the Demonstration. Mrs. Bucher probably best summed up the general opinion of the regular staff members in both libraries when she stated in her final report that the Project Librarians "have worked diligently and conscientiously in promoting the BI-Info Project and publicizing the library."

B. LIBRARY SERVICES.

Obviously, services to Business and Industry were profoundly affected in both the Pasadena and Pomona Public Libraries. The birth of a new Division in the Pasadena Public Library gave physical evidence of the commitment to service to businessmen. In Pomona, where such a Division already existed, the Demonstration Project gave service to Business and Industry increased visibility and vitality. Without downgrading other segments of the library's public,businessmen in both communities received unprecedented overtures to use the library for both business information and personal interests. There was a mutual growth in the awareness by the library of the Economic Community on the one hand, and the public library by businessmen on the other. Interlibrary loan service, System reference service, SCAN, the California State Library and access to academic and special libraries took on new meaning. There was a greater appreciation of the fundamental interdependence of all types of libraries and the necessity for free and easy access to meet the information needs of Business and Industry.

C. RULES AND REGULATIONS.

As discussed in an earlier chapter, both libraries found it necessary to make some modification of its rules and regulations in response to the Project. However, these were less comprehensive or uniform than Meyer and Rostvold might have wished. Success in issuing "company cards" - seemingly a minor action - was directly due to changes in registration rules and required some additional accommodations in the circulation procedures. There was also a relaxation of rules so far as the circulation of reference books was concerned.

D. LIBRARY MATERIALS.

With the exception of the new Division created in the Pasadena Public Library, there can be little doubt but that the addition of materials to the collections of both the Pasadena and Pomona Public Libraries provided the most direct, and possibly lasting, evidence of the Project in the two libraries. Evaluation of the materials added during the Demonstration Project can be done only in general terms. In each case, new materials were selected to complement and supplement existing collections. Items ran the gamut from trade books to services, directories, handbooks, encyclopedias, periodicals, documents, and other kinds of acquisitions. Table XVII-1 provides a quick, though superficial, breakdown of the types of materials purchased in terms of the percentage of funds spent on library materials, exclusive of periodicals. The information in the Table was extrapolated from a sampling of the invoices accumulated during the course of the Project. While there might be some disagreement as to the designation of specific titles in the various categories, the division seems fundamentally sound.

Even though there was no direct coordination of collection development, there is an interesting pattern of similarity in the percentages of funds spent for these various categories of books. This is even more remarkable in view of the fact that the Pasadena Public Library spent seventy-three per cent of the funds allocated for materials during the Project, compared to twenty-seven per cent for Pomona. This may account for the slightly higher percentage of funds devoted to Trade books by Pasadena. The purchase of these materials provided a meaningful enrich-

TABLE XVII-1

PERCENTAGE OF FUNDS SPENT ON VARIOUS CATEGORIES
OF LIBRARY BOOKS DURING THE PROJECT

LIBRARY	TRADE BOOKS	DIREC-TORIES	SERVICES	HANDBOOKS YEARBOOKS MANUALS ENCYCLOPEDIAS	TOTAL
Pasadena Public Library	51.4%	23.2%	17.1%	8.3%	100%
Pomona Public Library	46.4%	20.3%	17.6%	15.7%	100%

ment of library resources for the Economic Community in both cities. While much of the material will continue its effectiveness for a period of time, many of the items will require updating - some annually. This places a burden on the local library book budget which should be fully understood by any who seek funding for such programs. For instance, Mrs. White has estimated that a minimum approximating $7,000 per year will be required to keep the present directories, services, and specialized handbooks current in Pasadena. Similarly, the Pomona Public Library must budget close to $5,000 for the same purpose. These sums merely maintain the status quo; more money would be required to further expand these collections.

Considerable effort was made to improve the periodical resources in the two libraries, and about thirty per cent of the material resource funds was used for this purpose. With some additional funding from the Metropolitan Cooperative Library System, Pasadena was able to increase its holdings in the *Business Periodicals Index* from fifty-two per cent to seventy-two per cent, and from thirty-five per cent to sixty-five per cent in the *Applied Science and Technology Index*. Current subscriptions, plus the creation of backfiles - microform and otherwise - dating back at least ten years proved to be an important and productive goal in view of the frequency of calls for periodical literature. Mrs. White commented on this in her final report on the Project:

> It is significant that a high proportion of B-I's requests from SCAN were for photo copies of articles in magazines not held by any member of the MCLS. Requests for photo copies from science-technology magazines were two times greater than those for business magazines and this is due to the lack of sci-tech holdings within the System. It is imperative that MCLS increase its holdings of magazines indexed in Business Periodicals Index and Applied Science-Technology Index. Funds for the business project as well as system funds have helped us increase our

> holdings in these indices this past year but the headquarters' library still only subscribes to 72% of periodicals indexed in BPI and 65% in AS&TI. Consideration should also be given to building back files of new subscriptions placed.[1]

As in the case of directories, services, handbooks, and other technical publications, the initial investment in periodical titles carries with it a commitment to sustain the files in the years ahead. While the Pasadena and Pomona Public Libraries have attempted to absorb as much of this continuing cost within their budgets as possible, complete subsidization from the individual library is increasingly difficult. Pasadena, for example, estimates that the annual subscriptions for the new periodicals it has subscribed to within the last year, representing titles in the *Business Periodicals Index* and *Applied Science and Technology Index* not held by any other library in the MCLS will amount to some $700. To reach the goal of having all of the titles in these two indexes would require an additional outlay estimated at $1,500 per year, plus the cost of suitable backfiles.

Approximately two-thirds of the funds spent on periodicals was allocated for backfiles. The objective of creating at least a ten-year backfile of all pertinent titles was substantially achieved except for new subscriptions placed in the past year. Most of the files are in microform.

E. EQUIPMENT.

Except for providing files to house microform materials, and microform reading-printing equipment, and some essential pieces of office furniture for the additional Project staff, the Demonstration had little effect on equipment in the two libraries. In fact, only three per cent of the funds were expended in this manner. At one point the staff of the Pomona Public Library proposed the expenditure of a sizable sum to create an increased capability for an ambitious public information program which would have included filmstrip and slide-show production, in-house production of *Business Briefs* and all other publications, and silk-screen processing for posters. Tentative arrangements were made for the necessary transfers of funds, etc., but the proposal was dropped in favor of extending the visitation program to other libraries in MCLS.

F. CONCLUSIONS AND RECOMMENDATIONS.

Nearly every facet of library operations was affected by the Demonstration Project in both Pomona and Pasadena. Project staff, with their specialized backgrounds, have provided a unique stimulus. Collections have been expanded in both scope and depth, furnishing a basis for improved service to the Economic Community. The grant made possible the purchase of equipment needed for housing the expanded microform collections of periodical backfiles. Some modification of library regulations, particularly as they concerned registration, was also achieved.

It is evident that a Project of this kind leaves a residue of effect throughout the library. Any library contemplating Demonstration Projects of this scope should take steps to prepare staff for the consequences. If substantial quantities of materials are to be acquired, the mundane problems of ordering, processing, and shelving must be considered. Since new programs sometimes run aground on the shoals of established library rules and regulations, there should be a conscious willingness to review and modify these.

In the final analysis, the libraries which emerged from this Demonstration Project are, for better or for worse, somewhat different institutions than the ones in which the program began. Besides the internal changes, an important segment of the public has had its appetite whetted for library services - and the implicit promises of "more to come" will not be forgotten soon.

FOOTNOTE

[1] White, op. cit., p. 3.

CHAPTER XVIII

IN THE OPINION OF THE BUSINESSMAN. . . .

While many aspects of the Demonstration Project could be analyzed from other data collected during the program, there seemed to be a need for the direct in-put of businessmen. Accordingly, a four-page questionnaire containing twenty-three detailed multiple choice and open-end questions was prepared and distributed in December 1970. Some of the information gleaned from this questionnaire has been used elsewhere in this report. The main body of facts and the conclusions reached therefrom are contained in this chapter.

A. PURPOSE AND DESCRIPTION OF THE QUESTIONNAIRE.

The questionnaire was devised to encourage a frank response from businessmen, providing a further body of data which would be useful in evaluating the Demonstration Program and the business services of the two libraries. Each question was directed to one or more of these objectives: (1) information about the responding firm, (2) ways in which the Project had touched the company, (3) use made of the public library, (4) evaluation of certain library services, collections and facilities, and (5) effect of the Program on the firm. In some instances, the wording of the original Meyer-Rostvold questionnaire was used to provide responses which could be considered valid for the purposes of comparison.

The material was printed on a single sheet which, when folded, presented an attractive four-page, 8½" x 11" questionnaire. Beneath the title, "An Evaluation of Library Service to the Economic Community," a brief paragraph informed the businessman about the purpose of the questionnaire, asked for his participation, and called attention to the postage paid, pre-addressed envelope enclosed to facilitate mailing. Most questions required only a check mark in the chosen space; lines were supplied for open-end responses.

B. RESPONSE ACCORDED THE QUESTIONNAIRE.

The mailing list was composed of those who had responded to the previous Meyer-Rostvold questionnaire, augmented by the firms which had been directly contacted by the Project Librarians. Considering the fact that the mailing occurred in December, and in due respect for the time required to answer the lengthy questionnaire, the response was good: twenty-four per cent in Pasadena and twenty-three per cent in Pomona.

1. RESPONSE BY TYPE OF BUSINESS.

The response from the various types of firms is noted in Table XVIII-1.

TABLE XVIII-1

TYPES OF FIRMS RETURNING QUESTIONNAIRES

TYPE OF FIRM	PASADENA	POMONA	TOTAL
Manufacturing	37%	42%	40%
Services	44%	30%	36%
Financial	15%	15%	15%
Trade	4%	13%	9%
Total	100%	100%	100%

The responses from the two communities are fairly uniform. A larger proportion of the Pasadena firms fell in the Service category compared to Pomona where the largest number were Manufacturers. The response from the Financial firms was identical. Individuals engaged in Trade were fewer in number. This profile of response can be compared with that accorded the *Business Briefs* questionnaire, page 71, and the earlier Meyer-Rostvold Survey, page 7.

1. RESPONSE BY SIZE OF FIRM.

To gain some indication of the size of the firms responding, a question was asked, "How many people are employed at this location?" The results are compiled in Table XVIII-2.

TABLE XVIII-2

SIZE OF FIRMS RETURNING QUESTIONNAIRES

NUMBER OF EMPLOYEES	PASADENA	POMONA	TOTAL
Over 1000	8%	7%	7.6%
500-999	4%	7%	6.1%
250-499	4%	8%	6.2%
100-249	13%	14%	13.6%
50-99	4%	7%	6.1%
25-49	17%	15%	15.8%
11-24	29%	16%	21.1%
1-10	21%	26%	23.5%
Total	100%	100%	100.0%

While firms of all sizes were represented in the questionnaire returns, there was a preponderance of response from the smaller companies. When compared with the *Business Briefs* survey, page 72, and the Meyer-Rostvold survey, page 8, the pattern of response seems consistent with prior experience.

C. WAYS IN WHICH THE DEMONSTRATION PROJECT HAD MADE CONTACT WITH THE RESPONDENTS.

While the questionnaire had been sent to a carefully selected list representing those firms previously interviewed by Robert Meyer or contacted by one of the Project Librarians, there was a desire to know which aspects of the Demonstration Project were recognized by the respondents. Table XVIII-3 provides some useful information in this regard.

TABLE XVIII-3

PROGRAM ASPECTS RECOGNIZED BY THE RESPONDENTS

PROGRAM ASPECT	PASADENA	POMONA
Firm was Interviewed by Mr. Robert Meyer	12%	10%
Library Representative Visited Firm	0*	79%
Firm Receives Business Briefs	32%	55%
Firm has Received Booklists (Mini-Bibs)	0**	57%

*Questionnaire was distributed prior to visitation of Library Representatives in Pasadena.

**These booklists were not distributed in Pasadena.

1. DEGREE OF PARTICIPATION.

In Pasadena the chief exposure to the Project had been through *Business Briefs*, while in Pomona more than half of the respondents had received both the booklists and *Business Briefs*. The effect of visitation can be seem in the fact that seventy-nine per cent of the response was from firms which Library Representatives had visited. For the purposes of evaluation, it seems safe to assume that about one-third of the Pasadena firms had had direct contact with the Program. In Pomona, ninety-three per cent of the companies had been contacted - most of them in more than one way. Therefore, the Pomona responses may be assumed to have originated with individuals potentially better acquainted with the Project than those from Pasadena.

2. AVAILABILITY OF A "COMPANY CARD."

Company cards were available in both Pasadena and Pomona

Public Libraries during most of the Demonstration Project. The Library Representatives made a special effort to encourage the application for such cards during their visits. Since the questionnaires were issued prior to the period of visitation in Pasadena, this aspect of the program is only partially represented by the figures in Table XVIII-4.

TABLE XVIII-4

AVAILABILITY OF "COMPANY CARDS" AMONG RESPONDING FIRMS

RESPONSE	PASADENA	POMONA
Firm has a library card issued in name of company	13%	50%
Firm does not have a library card issued in name of company	79%	38%
Do not know	8%	12%
Total	100%	100%

A comparison of the responses for those having company cards with those not having them yields several interesting results. Ninety-one per cent of those with company cards reported having used the library for business purposes one or more times during the preceding year as compared to sixty-nine per cent who did not have such a card. Forty-two per cent of those having company cards registered for a borrower's card, compared to only seven per cent of the others. Whereas only thirty-five per cent of the "have nots" predicted an increase in their firm's use of the public library during the coming year, sixty-two per cent of those with company cards projected their usage would rise in the year ahead. While some doubt may remain as to whether or not the possession of a company card is an absolute determinant in library usage, there can be little question but that it does contribute to increased usage of public libraries for business purposes.

3. AMOUNT OF USE MADE OF PUBLIC LIBRARIES FOR BUSINESS AND NON-BUSINESS PURPOSES.

Since the responses to many of the questions depended, to some extent, upon the individual's actual use of the public library for both business and personal purposes, appropriate questions were asked to determine the amount of such usage. The findings are summarized in Table XVIII-5

Pasadena businessmen apparently make more frequent use of their public library than do their counterparts in Pomona, both for business and personal reasons. The greatest difference occurs with those who used the library more than ten times in the preceding year. There seems to be no patricular pattern expressed by the differences between business and non-business usage in either city.

TABLE XVIII-5

AMOUNT OF USE MADE OF PUBLIC LIBRARIES
FOR BUSINESS AND NON-BUSINESS PURPOSES

Number of times Library was used during past year	BUSINESS USAGE Pasadena	Pomona	Total	NON-BUSINESS USAGE Pasadena	Pomona	Total
At no time during year	4%	12%	9%	12%	13%	12%
One or two times	12%	19%	16%	20%	15%	17%
Three to six times	32%	33%	33%	12%	20%	17%
Seven to ten times	4%	10%	8%	8%	17%	14%
More than ten times	48%	26%	34%	48%	35%	40%
Total	100%	100%	100%	100%	100%	100%

4. FREQUENCY WITH WHICH VARIOUS KINDS OF LIBRARY SERVICES ARE USED.

The amount of use made of the public library by businessmen provides only one dimension. To provide depth, some knowledge of how the library is used is needed. Therefore, the respondents were asked to indicate the frequency with which they used three basic library services *which require the assistance of a librarian*. The results are shown in Table XVIII-6.

TABLE XVIII-6

FREQUENCY WITH WHICH LIBRARY SERVICES WERE
USED BY BUSINESSMEN

	SERVICE		
FREQUENCY OF USE	Telephone Reference	Reference in Library	Assistance in book selection
Frequently (At least once a month)	16%	16%	8%
Occasionally (Nearly every two or three months)	33%	34%	28%
Seldom (Once every six months or so)	13%	19%	20%
Never	24%	16%	22%
No Answer	13%	15%	22%
Total	100%	100%	100%

Photo Courtesy Elizabeth Powell

Businessman uses collections of the Pasadena Public Library's Business Industry Division.

The definitions of "frequency of use" were deliberately made somewhat indefinite to encourage response from those who might have been timid in answering such a question in exact terms. While "Reference Service in the Library" received the fewest "never" replies, there was an over-all consistency in the total response. About one-quarter of the respondents never used telephone reference and nearly as many never asked for assistance in selecting materials.

A much greater variation in the pattern is seen when the group which did not answer the questions are eliminated and a comparison is made between the responses between Pasadena and Pomona businessmen. This is shown in Table XVIII-7.

TABLE XVIII-7

COMPARISON OF THE PASADENA AND POMONA RESPONSES
AS TO FREQUENCY WITH WHICH PARTICULAR SERVICES ARE USED

	SERVICE		
FREQUENCY OF USE	Telephone Reference	Reference in Library	Assistance in book selection
Frequently (At least once a month)			
Pasadena	35%	33%	13%
Pomona	9%	5%	8%
Occasionally (Nearly every two or three months)			
Pasadena	52%	43%	40%
Pomona	29%	36%	35%
Seldom (Once every six months or so)			
Pasadena	9%	14%	14%
Pomona	20%	28%	30%
Never			
Pasadena	4%	10%	33%
Pomona	36%	25%	27%

It is clear, from this response at least, that the Pasadena businessman makes much more frequent use of the library's services. The greatest contrast appears to be in the area of those who never use telephone reference service. Only four per cent of the Pasadena businessmen indicated this choice, while thirty-six per cent of the Pomona respondents placed themselves in the "never" column. The comparison is further underscored by noting that eighty-seven per cent of the Pasadena businessmen claimed to use telephone service either frequently or occasionally compared to only thirty-eight per cent of those responding in Pomona. Unfortunately, there is no way to deduce why such a difference exists. It can also be inferred from Table XVIII-7 that reference service, whether by telephone or in person, represents a more frequent demand for the participation of a librarian than does selection of reading material. This would further sustain the assumption that the way to the heart - or at least the attention - of the businessman is through improved reference services. Large reading collections alone - regardless of how pertinent they may be - do not seem to hold the same attention.

5. PROJECTED USE OF THE LIBRARY FOR THE COMING YEAR.

One of the possible products of the Demonstration Project was an increase in library usage by Business and Industry. Therefore, the respondents were asked to indicate whether they expected to make more or less use of the public library, based on their experience of the previous year. The response is shown in Table XVIII-8.

TABLE XVIII-8

PROJECTED USE OF THE PUBLIC LIBRARY FOR THE COMING YEAR (1971)

PROJECTED USE	PASADENA	POMONA	TOTAL
Greatly Increased	8%	20%	15%
Some Increase	52%	36%	42%
About the Same	40%	41%	41%
Little or None	0%	3%	2%
Total	100%	100%	100%

It is interesting that approximately the same percentage of the respondents of both cities projected their use for the coming year as being "about the same." Pomona businessmen scored considerably higher than those in Pasadena in anticipating "greatly increased" use of the library. However, comparing those who expected an increase in use against those who did not, the Pasadena response was slightly higher, sixty per cent to fifty-six per cent (a combination of the scores for "greatly increased" and "some increase.") Unfortunately, there is no basis for determining whether or not the amount of usage projected was actually achieved.

D. EVALUATION OF THE PERFORMANCE LEVEL OF BASIC FUNCTIONS.

Several questions were asked which encouraged the businessman to give his opinion as to how well the library performs some of its basic functions in terms of "services," "materials," and "physical facilities," these terms having been used by Meyer and Rostvold.

1. SERVICE CHARACTERISTICS.

Table XVIII-9 shows how the respondents reacted to certain characteristics of library service. It is perhaps most significant that no one judged any of these as either "Poor" or "Very Bad," though both choices were applied to *materials*, the *card catalog*, and *physical facilities*, in Tables XVIII-10, XVIII-11 and XVIII-12.

TABLE XVIII-9

EVALUATION OF THE PERFORMANCE LEVEL OF LIBRARY SERVICES
IN PASADENA AND POMONA

	RATING								
	EXCELLENT			GOOD			FAIR		
SERVICE	Pas.	Pom.	Ave.	Pas.	Pom.	Ave.	Pas.	Pom.	Ave.
Ability to find desired information	59%	41%	48%	41%	53%	48%	0%	6%	4%
Accuracy of information supplied	64%	38%	48%	36%	62%	52%	0%	0%	0%
Speed with which information was found	77%	38%	54%	23%	56%	43%	0%	6%	4%
Appropriateness of information supplied	57%	21%	36%	38%	62%	52%	5%	17%	12%
Attitude of Staff	83%	71%	75%	17%	29%	25%	0%	0%	0%
Totals	68%	42%	55%	31%	52%	42%	1%	6%	3%

The performance level of services in the Pasadena Public Library was given a slightly higher rating than in Pomona. For instance, sixty-eight per cent of the respondents classed Pasadena Library services as "Excellent" compared to forty-two per cent for Pomona. This differential seems to apply to all categories to some extent. The lowest scores, surprisingly perhaps, were in the category of "Appropriateness of information supplied." While more than half of the Pasadena respondents rated this as "Excellent," only twenty-one per cent of the Pomona businessmen concurred. This was the only category given a "Fair" rating by respondents in both communities. Libraries priding themselves on the accuracy and suitability of the information they think they dispense may well ponder the fact that businessmen are perhaps less satisfied than libraries might like to believe. At least in the case of responses received to this questionnaire, the two libraries were considered as performing less satisfactorily in these areas than, for instance, in the speed with which they supply information.

2. STAFF ATTITUDES.

Staff attitudes have been considered as a key factor in creating a proper climate for library use by businessmen. Bonn indicated the seriousness of staff attitudes in his report, stating:

> Both librarians and loyal patrons agreed that personnel may well be the biggest internal problem that libraries must face in giving service to business and industry, not so much because of the usual non-technical background of most librarians but more because of the unreasonable non-progressive attitudes of so many of them. We need personnel, said one librarian, who are at least psychologically oriented to change - of any kind - but especially to change in library technology, computers, mechanization, microforms, telecommunications, and so on. We need personnel, said another librarian, who are not only alert, competent, and well-trained generally, but also well trained especially in reference service (first identifying then understanding the question) and in public relations (librarian-patron first contact, e.g.).[1]

Bonn continued his emphasis on this subject later in his report in these words:

> But more important than resources or facilities in service-contact libraries will be the personnel, especially the reference staff who deal directly with the people who turn to the libraries for information or reading material in business, industry, science, or technology. They must be good reference librarians, of course, and they must be adept in dealing with skeptical, reluctant, confused, and often vague individuals. Each one must be able to extract from the patron his exact problem, to interpret that problem exactly and in context to a subject or research center if necessary, and to interpret the answer to the patron when it is found. Each one must be able to judge both the level and the amount of understanding the patron has of his problem, of the literature he reads on it, and of the solution either he or the library staff finds. Each one must be the liaison between the library and its business and industrial community, he must know this community well, he must help in the development of the subject collections of the library to better serve the needs and interests of this community, he must know the other sources in the community (and in the area) to which he can turn if need be for specialized technical information not otherwise readily available, and he must know where, when, and how a patron should be referred for advanced or more specialized material.
>
> Perhaps what I am saying is that it is people - librarians - who give service, not resources, libraries, systems, or networks.[2]

Meyer and Rostvold also devoted considerable space to the problems of staffing and staff attitudes.[3] However, in commenting on the staffs of the Pasadena and Pomona Public Libraries, the surveyors stated:

> The staffs of the public libraries in this survey were outstanding in their sincere desire to be of greater assistance to their clientele.

> They also possess the intelligence, bibliographic knowledge and experience, and orientation to business needs that are essential to the high level of service they now try to provide with limited resources.[4]

In view of the importance of Staff Attitudes as attested by these authorities, and in support of the findings of Meyer and Rostvold, the data supplied on this subject in Table XVIII-9 is especially reassuring. Both libraries registered relatively high scores for staff performance. in fact, neither received a response other than "Excellent" or "Good." A number of the respondents emphasized their approval by adding exclamation marks to their checks, or comments such as "outstanding," "very efficient," "most helpful," "give rapid service," "go beyond what is expected," etc. It is hoped that the staff members of both libraries will accept this praise both as "thanks" and as a reason for continuing the never-ending job of improving staff attitudes.

3. LIBRARY MATERIALS.

Businessmen were also asked several specific questions about the library's collections. These were posed in terms of the individual's needs. The response is shown in Table XVIII-10. The larger Pasadena collection fared somewhat better than that of the Pomona Public Library. Even so, the respondents were more critical of materials than they were of the services. Whereas fifty-five per cent of the response to services was in the "Excellent" column, materials rated only thirty-two per cent in this classification. Only three per cent of the respondents described services as "Fair" while eighteen per cent used this description for the materials and another one per cent placed them in the "Poor" category.

TABLE XVIII-10

EVALUATION OF THE LIBRARY'S MATERIALS BY BUSINESSMEN

	RATING											
	EXCELLENT			GOOD			FAIR			POOR		
Item	Pas.	Pom.	Total	Pas.	Pom.	Total	Pas.	Pom.	Total	Pas.	Pom.	Total
Adequate for my needs	50%	29%	38%	36%	47%	43%	14%	24%	19%	0%	0%	0%
Contains up-to-date material	36%	27%	31%	55%	61%	58%	9%	12%	11%	0%	0%	0%
Has desired books available when I need them	33%	24%	28%	52%	38%	44%	15%	31%	24%	0%	7%	4%
Totals	40%	27%	32%	48%	49%	49%	12%	22%	18%	0%	2%	1%

Both collections, in the opinion of the respondents, appeared weak in terms of up-to-date materials and the ready availability of desired titles. These figures support the observations of others who, as a result of their studies of the information needs of businessmen, have stressed the need for recent material with sufficient duplication to assure the books being on the shelf when needed.[5] While both the Pasadena and Pomona Public Libraries have devoted a larger portion of their book budgets to the purchase of materials in the fields of Business and Industry than have many libraries, apparently the present collections still leave something to be desired. This, perhaps, is an indication of the kind of resources necessary to satisfy the demands of businessmen, and as support for Bonn's conclusions regarding the size of collections.[6] If this can be taken as a measure of relative satisfaction, there can be little surprise as to the businessman's traditional discontent with public libraries.

4. THE CARD CATALOG.

One question asked in this series related to the use of the card catalog. Is it, or is it not, a useful tool so far as businessmen are concerned? The opinions of the survey respondents are shown in Table XVIII-11.

TABLE XVIII-11

HOW USEFUL IS THE LIBRARY'S CARD CATALOG?

	RATING								
	EXCELLENT			GOOD			FAIR		
ITEM	Pas.	Pom.	Ave.	Pas.	Pom.	Ave.	Pas.	Pom.	Ave.
Usefulness of the Library's Card Catalog	38%	33%	35%	53%	60%	57%	9%	7%	8%

Those finding the Card Catalog "Excellent" amounted to about one-third of the respondents. Most considered it "Good," while slightly less than ten per cent rated it as only "Fair." Unfortunately, no further questions were asked to determine what was or was not liked about the card catalog. The fact that the response was similar in both libraries may have some significance. Is this simply representative of the way the public generally views the card catalog? The similarity of response is somewhat more interesting considering the fact that the Pasadena card catalog is a dictionary catalog, while that of the Pomona Public Library is divided, with authors and titles interfiled into one catalog and subjects separated into another. Would the card catalog receive greater approval if businessmen were better instructed in its use? Again, there is no evidence to confirm or deny such a notion.

5. PHYSICAL FACILITIES.

The final questions dealing with the businessman's evaluation of the two libraries concerned some of the physical facilities - a term loosely applied to include a variety of items. These questions were inserted as a follow-up to some of the findings and observations of the Meyer-Rostvold study,[7] which pointed up the sensitivity of businessmen to the physical surroundings and general atmosphere. The response to these questions is presented in Table XVIII-12. There is a greater spread of opinion here than in either services or collections, due in part to the issue of parking. The higher scores for Pomona are partially due, at least, to the occupancy of a new building in 1965.

TABLE XVIII-12

EVALUATION OF THE LIBRARIES' PHYSICAL FEATURES BY BUSINESSMEN

Item and Library	EXCELLENT	GOOD	FAIR	POOR	VERY BAD
Library Furnishings and Facilities:					
PASADENA	30%	52%	18%	0%	0%
POMONA	81%	19%	0%	0%	0%
TOTAL	60%	33%	7%	0%	0%
General Atmosphere of the Library:					
PASADENA	41%	55%	4%	0%	0%
POMONA	73%	24%	3%	0%	0%
TOTAL	60%	36%	4%	0%	0%
Arrangement of Materials in Library:					
PASADENA	36%	45%	14%	5%	0%
POMONA	55%	42%	3%	0%	0%
TOTAL	47%	44%	7%	2%	0%
Hours Library is Open:					
PASADENA	24%	43%	29%	4%	0%
POMONA	48%	39%	13%	0%	0%
TOTAL	39%	40%	19%	2%	0%
Parking:					
PASADENA	9%	18%	9%	41%	23%
POMONA	19%	23%	42%	13%	3%
TOTAL	15%	21%	28%	25%	11%
TOTALS:					
PASADENA	28%	43%	15%	10%	4%
POMONA	56%	29%	12%	2%	1%
TOTAL	44%	35%	13%	6%	2%

It is a little difficult to understand why the Pomona Public Library received a significantly better rating in terms of the arrangement of materials unless this is due to the fact that things are often easier to find in a smaller building and collection. The fact that fourteen per cent of the Pasadena respondents classed their library as only "Fair" and another five per cent as "Poor" in this regard might be considered reason for special study of material arrangement.

Since the Pasadena Library was open sixty-nine hours per week and the Pomona Library seventy-two hours, including Sunday afternoon, the dissatisfaction with the hours of opening must represent a basic difference in opinion as to when a public library should be available for use. It is unfortunate that the businessmen were not asked to state their preferences since such responses would have provided interesting data worthy of consideration. Both libraries, upon inquiry, noted that their peak hours of use by businessmen came during the day - often in the morning so far as telephone reference service was concerned. Perhaps the business desks, like wholesalers and other suppliers, should be open at least for telephone service somewhat earlier in the morning to coincide with the office hours of businessmen. An experiment in this direction would be interesting.

Of all the questions asked, that of adequate parking garnered the most diverse response. While some businessmen might have been reluctant to offer opinions about collections and services, parking was considered a very personal matter about which definite opinions were immediately formed. Looking at the averages first, almost as many considered the provision of parking at both libraries to be "Very Bad" as "Excellent," and more considered it to be "Poor" than "Good." The response by library is specially interesting in view of the quite different circumstances which prevail. While offstreet parking is almost non-existent in Pasadena, there are sixty-five spaces immediately adjacent to the Pomona Public Library, and approximately the same number a half-block away - all free! Yet, three per cent of the Pomona respondents considered parking there "Very Bad," thirteen per cent "Poor," and forty-two percent only "Fair!" One can only wonder whether or not this is an expression of the typical dissatisfaction with any parking space not immediately in front of the door. Would the commercial buildings and factories represented by these same businessmen find public response to their parking any better? In any case, the figures tend to support the data gathered by Meyer and Rostvold which showed that the inadequacy of library parking facilities was a primary criticism by businessmen, ranking above all others so far as the physical facilities were concerned.[8]

Before leaving this evaluation of the library by businessmen, a comparison of the average for each major category seems pertinent. This is shown in Figure XVIII-1 under the headings of "Excellent," "Good," "Fair," "Poor," and "Very Bad." Recognizing the wide variances depending upon the specific question asked in each category and the library concerned, only very general observations can be made. It would appear that, on the whole, the various aspects evaluated by the businessmen are most frequently ranked as "Good." This probably means that while they are generally satisfactory, there is room for improvement. Collections and Physical Facilities - and again, Parking must be singled out - seem to come in for the most adverse ratings.

E. FINANCING THE CONTINUATION OF THE PROGRAM TO BUSINESS AND INDUSTRY.

At several points in this study there has been discussion regarding the possibility of securing at least a part of the funds for the continuation of the Program from income derived directly from the Economic Community. The questionnaire sent to businessmen seemed to offer an excellent opportunity to test the reception of any such plan. The question was carefully worded and four alternatives suggested:

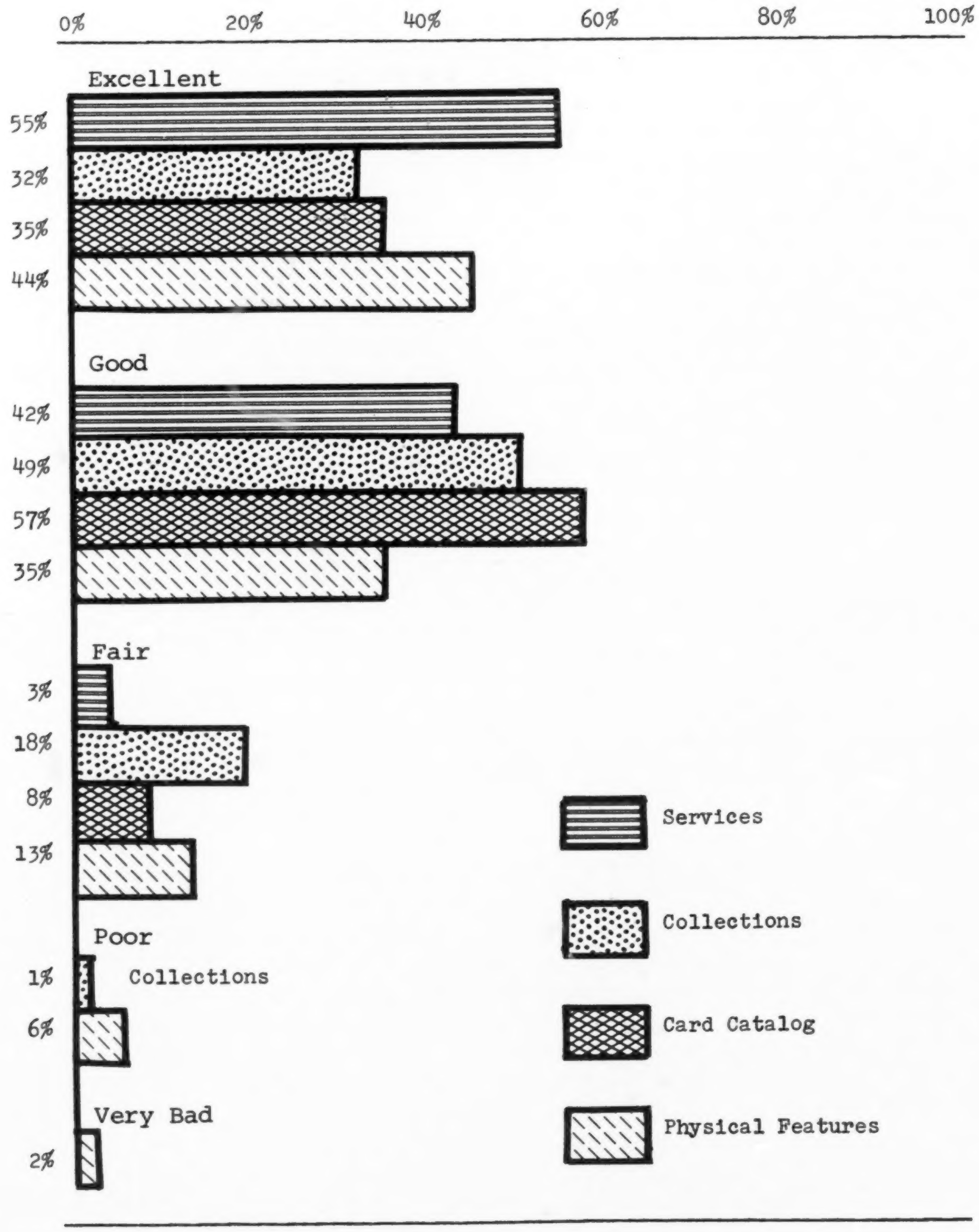
> If it becomes necessary for the public library to ask for financial support from the Economic Community to maintain an adequate level of collections and services to meet your information needs, by what means would your firm be willing to contribute?
>
> _____a. Purchasing a subscription to book lists and other publications.
> _____b. Paying a special charge for each transaction such as loans, lengthy literature searches, complex reference questions, etc.
> _____c. Paying an annual membership fee for these special services.
> _____d. Making a grant or gift to support this service each year.

In view of the initial concern over placing this question in the questionnaire, there was considerable interest in the amount, as well as the kind, of response it received. In Pasadena, seventy-two per cent of the respondents chose to answer the question compared to fifty-five per cent of those in Pomona. In addition, there were those in both communities who explained their failure to check one of the answers with such phrases as, "This would be decided by someone else," "Not in a position to decide this," "Can't be determined at this time," and "Don't know yet." Such replies may, of course, be "polite substitutes" for a negative response.

The response of those who answered the question is shown in Table XVIII-13. In Pasadena a larger number were interested in paying a transaction charge, while in Pomona an annual membership fee seemed to

FIGURE XVIII-1

COMPARISON OF AVERAGES FOR EVALUATIONS IN MAJOR CATEGORIES



be favored. The same percentage of businessmen in both cities appeared willing to make a grant or gift to support the service: subscriptions for publications seemed somewhat more popular, however.

TABLE XVIII-13

FINANCING THE CONTINUATION OF THE PROGRAM

METHOD	PASADENA	POMONA	TOTAL
Purchasing a subscription to booklists and other publications	17%	15%	16%
Paying a charge for each transaction	42%	31%	36%
Paying an annual membership fee	33%	46%	40%
Making an annual grant or gift	8%	8%	8%

In view of the comparatively large number of respondents who abstained from answering this question the replies can be regarded only as indicative at best. There seemed to be no significant differences in the profiles of those who did and did not respond to the question, or those choosing a particular method of support, either by type of business represented or size of the firm.

Based on this response it would seem that while some financial support might be forthcoming from the business sector, any kind of compulsory fee program would eliminate many firms from using the traditionally free service of the public library. Perhaps this response makes it possible to present a more persuasive argument for increased library support through taxes as the best way of sharing the costs for improved library service to business and industry.

F. AFFECT OF THE DEMONSTRATION PROGRAM ON USE OF THE LIBRARY.

While many of the questions seemed indicative of the affect the Demonstration Project had had on business, there seemed to be good reason to ask this as a direct question. The responses to the question, "In what way has this program affected your use of the library?" were phrased to include specific alternatives which the businessman could recognize easily. The results are shown in Table XVIII-14. Nearly half of the responses indicated that the Program had increased their use of the library. Almost one-quarter of the respondents had registered for a borrower's card. The larger percentage registering for new borrower's cards in Pomona may be attributed to the activities of the visitation program conducted by the Library Representatives. In view of the amount of use made of the library by these businessmen (see Table XVIII-5) it is not too surprising that only six per cent were prompted to make their first trip to the library - apparently most of them had been there before, even though they may not have been registered borrowers.

TABLE XVIII-14

AFFECT OF THE DEMONSTRATION PROGRAM ON THE BUSINESSMAN'S USE OF THE LIBRARY

ITEM	PASADENA	POMONA	TOTAL
I visited the library for the first time	7%	5%	6%
I registered for a borrower's card	14%	30%	23%
It has increased my previous use of the library	48%	41%	44%
I am unaware that it has had any effect	28%	22%	24%
I still do not use the library in any way	3%	2%	3%
Total	100%	100%	100%

On the negative side, a quarter of the respondents could not see that the Demonstration Program had affected their use of the library, while three per cent claimed that they still did not use the library in any way. However, using this information in a positive manner, nearly three-quarters of the respondents seemed aware that their use of the library had, indeed, been affected by the Demonstration Project.

G. DEGREE OF AWARENESS OF LIBRARY SERVICES AND FACILITIES PRESENTLY AVAILABLE.

Since one of the primary objectives of the Demonstration Project was to increase the businessman's awareness of library services and facilities presently available, the respondents were asked to rate their own awareness on a four-part scale. The response is given in Table XVIII-15.

TABLE XVIII-15

DEGREE OF AWARENESS OF LIBRARY SERVICES BY BUSINESSMEN

DEGREE OF AWARENESS	PASADENA	POMONA	TOTAL
Very much aware	32%	31%	31%
Moderately aware	52%	50%	51%
Slightly aware	12%	19%	16%
Unaware	4%	0%	2%

Taken as a group, those who indicated they were either "unaware" or only "slightly aware" of the library's services and facilities were, almost without exception, the same individuals who had not been visited by the Library Representatives, did not receive *Business Briefs*, and did not have a company card. Together, they accounted for sixty-seven per cent of those who stated they had not used the library during the previous year for business purposes, and fifty-six per cent of those who had used it only once or twice.

On the other hand, those who replied that they were "very much aware" of the public library were apt to be among the heaviest users of the library for business purposes, accounting for almost fifty per cent of those who claimed to have used the library more than ten times during the previous year. All but one of the Pomona respondents in this category had been visited by one of the Library Representatives. Fifty-seven per cent of these individuals received *Business Briefs*, but only twenty-nine per cent possessed a company card. Together, they accounted for half of those who anticipated that their firms would "greatly increase" their use of the public library during the coming year. Such a profile of those "very much aware" of the library is hardly unexpected, of course.

H. COMPARISON OF RESULTS WITH THE MEYER-ROSTVOLD SURVEY.

As noted at the beginning of this chapter, several of the questions used in the Meyer-Rostvold survey had been repeated to provide an opportunity for comparison. The mailing list for the 1970 survey included all those interviewed by Meyer or those who had responded to the mailed questionnaire during the previous study. The response showed that twelve per cent of the replies from Pasadena and ten per cent of those from Pomona came from people whose firms had been involved in the initial study, plus three per cent who stated that they "couldn't remember." (Given the turnover in management personnel and the number of interviews conducted during the course of the year, it is a wonder that this latter figure is not considerably larger!)

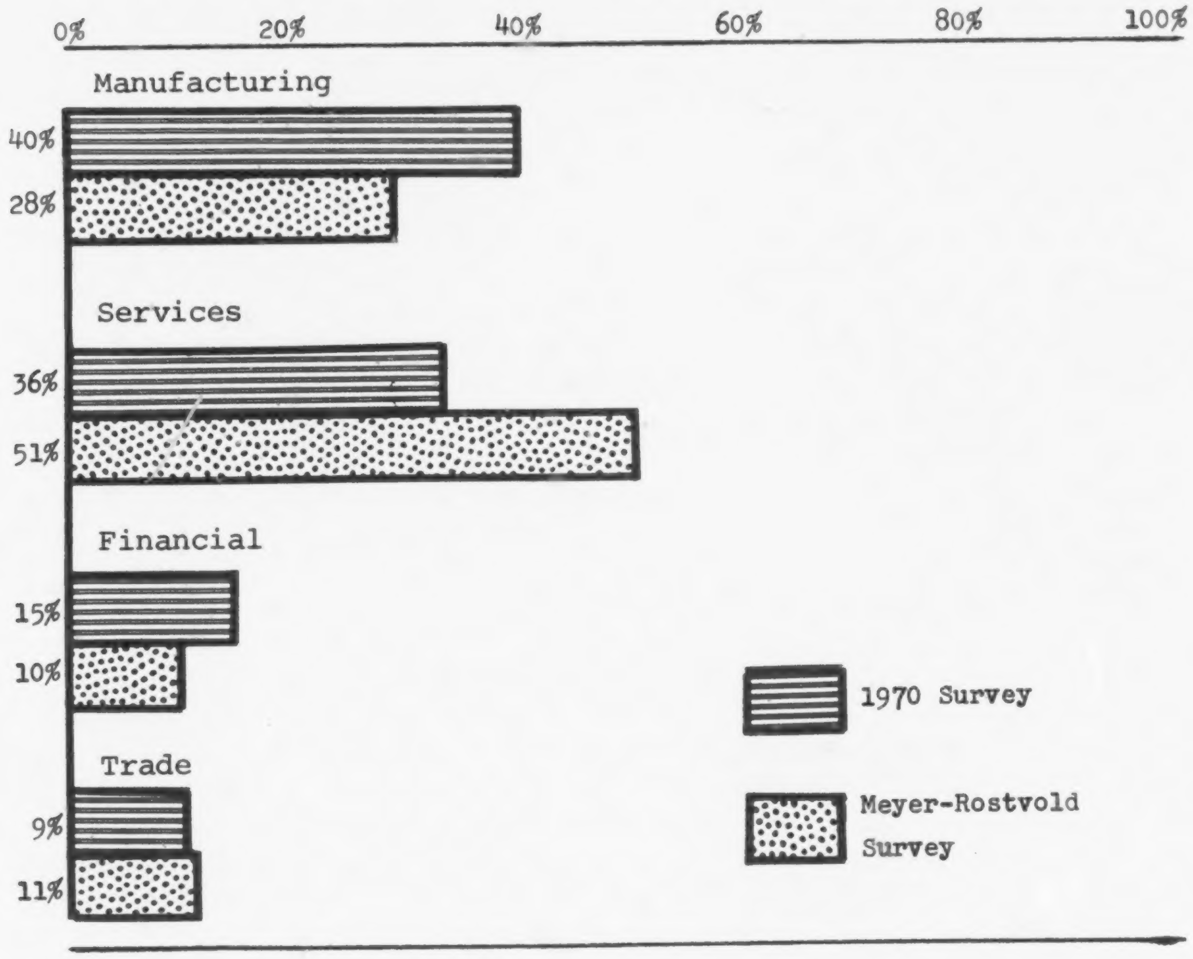
The difference in response between the Meyer-Rostvold Survey and the 1970 Survey must rest, at least in part, on the differences in the composition of the groups which responded. Perhaps most significant is the fact that the 1970 Survey mailing list included a substantial number of firms known to be users of the public library, while the Meyer-Rostvold questionnaire was sent to a list of firms compiled as somewhat representative of the total business community. True, all of those to whom the Meyer-Rostvold Survey was sent were included as part of the 1970 mailing list. It is easy to speculate that only those interested in the library actually took the time to answer the questionnaires. On the other hand, receipt of a number of returns from individuals who professed little or no acquaintance with either library indicates that this was not necessarily the case. The fact remains that the 1970 questionnaire was distributed to provide businessmen an opportunity for evaluating the library - particularly those who already make some use of its materials, services, and facilities. Consequently, the mailing list and the resulting response should not be construed as necessarily representative of the entire Economic Community.

1. COMPARING THE TYPE AND SIZE OF THE RESPONDING FIRMS.

One of the important considerations, it seems, in making a comparison such as this is to determine how comparable the samples are. A study of Figures XVIII-2 and XVIII-3 show that the differences are relatively slight.

FIGURE XVIII-2

A COMPARISON OF THE TYPES OF FIRMS INCLUDED IN THE TWO SURVEYS

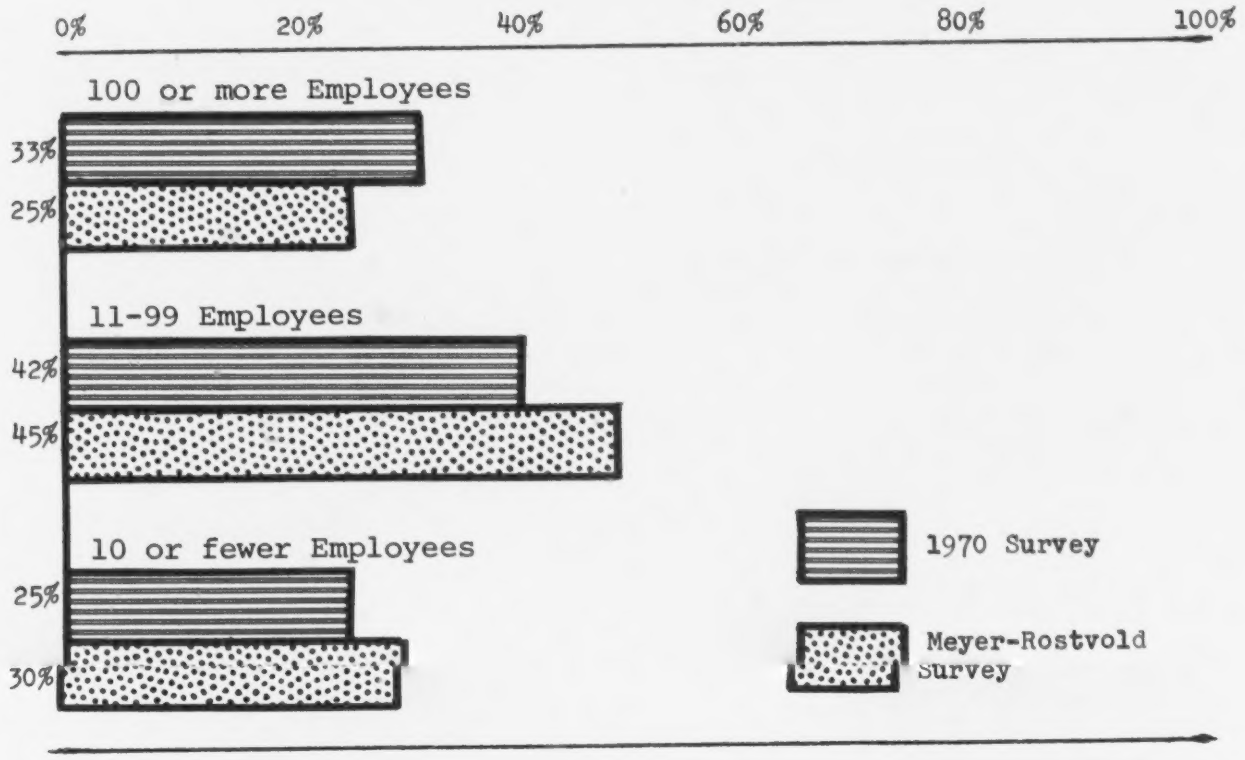


The 1970 survey showed a higher response from Manufacturers while Meyer and Rostvold received better participation from Services. There seems to be no apparent reason for this, except that service companies appear to be more prevalent in Pasadena, from which

Meyer and Rostvold receive fifty-five per cent of their response. This can be compared to the 1970 survey in which only thirty-eight per cent of the respondents were located in Pasadena.

FIGURE XVIII-3

COMPARISON OF THE SIZE OF FIRMS RESPONDING TO THE TWO SURVEYS



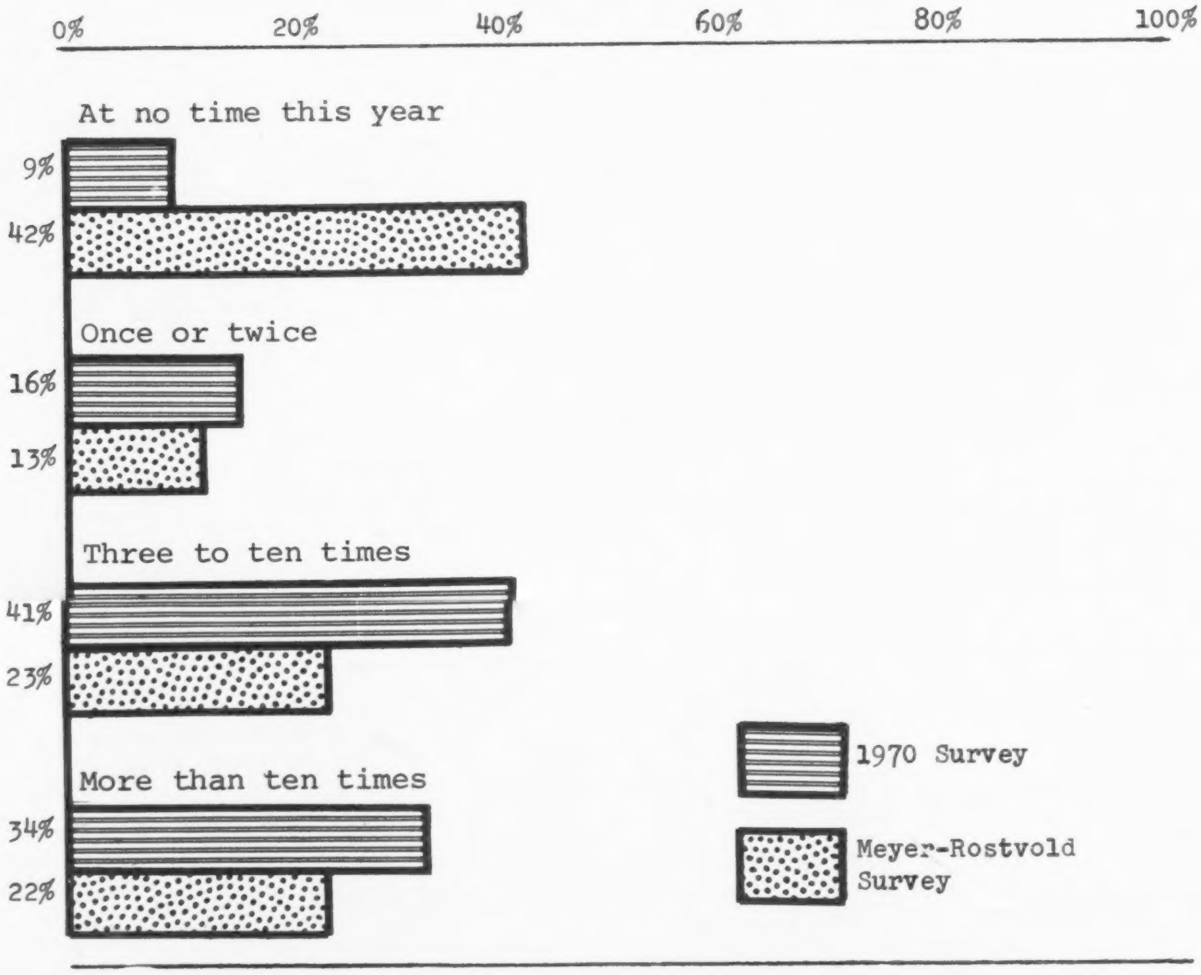
As Figure XVIII-3 shows, the size of the responding firms, in terms of the number of employees, was very similar. The 1970 survey received slightly greater participation from larger firms and somewhat less from the smaller companies.

2. COMPARISON OF THE FREQUENCY OF USE OF THE LIBRARY FOR BUSINESS PURPOSES.

One of the areas surveyed by Meyer and Rostvold was the frequency businessmen used the public library for business purposes.[9] It seemed desirable to explore this same area in the 1970 survey. The results are shown in Figure XVIII-4. They make quite clear that an essential difference existed in the composition of the respondents for the two surveys: those who replied to the 1970 questionnaire were, comparatively speaking, "users of the library." Only nine per cent had not used the library for business purposes during the year, compared to more than four times as many in the Meyer-Rostvold survey. In fact, seventy-five per cent reported using the library three or more times during the year as compared to only forty-five per cent of those in the earlier survey.

FIGURE XVIII-4

A COMPARISON OF THE FREQUENCY OF USE OF THE PUBLIC LIBRARY FOR BUSINESS PURPOSES



This difference is hardly surprising in view of the composition of the mailing list for the 1970 questionnaire which included those individuals who had been contacted through visitation or other means.

3. EXTERNAL INFORMATION SOURCES USED BY BUSINESS AND INDUSTRY.

One of the interesting and pertinent Meyer-Rostvold findings was the determination of the degree businessmen relied upon various sources for their information requirements.[10] It was felt that a repetition of this question in the 1970 survey would give added dimensions to these findings. A comparison of the results with those of Meyer and Rostvold is shown in Figure XVIII-5.

As seen in Figure XVIII-5, the information produced by both surveys is quite similar. In each case the public library was rated in second place, and in both instances, with more than fifty per cent of the firms acknowledging their use of this source for business information. However, the suppliers of equipment and materials were favored by more firms in the 1970 survey, while the local Chamber of Commerce was given the top spot in the Meyer-Rostvold survey.

It is notable that there is considerable reliance on government agencies for information. It would seem that libraries might capitalize on this interdependence by emphasizing the availability of government publications as part of the intrinsic library collections and services. Similarly, the responses also indicated that closer cooperation between the public library and the local Chamber of Commerce would seem called for to avoid unnecessary duplication of resources and information services within the community.

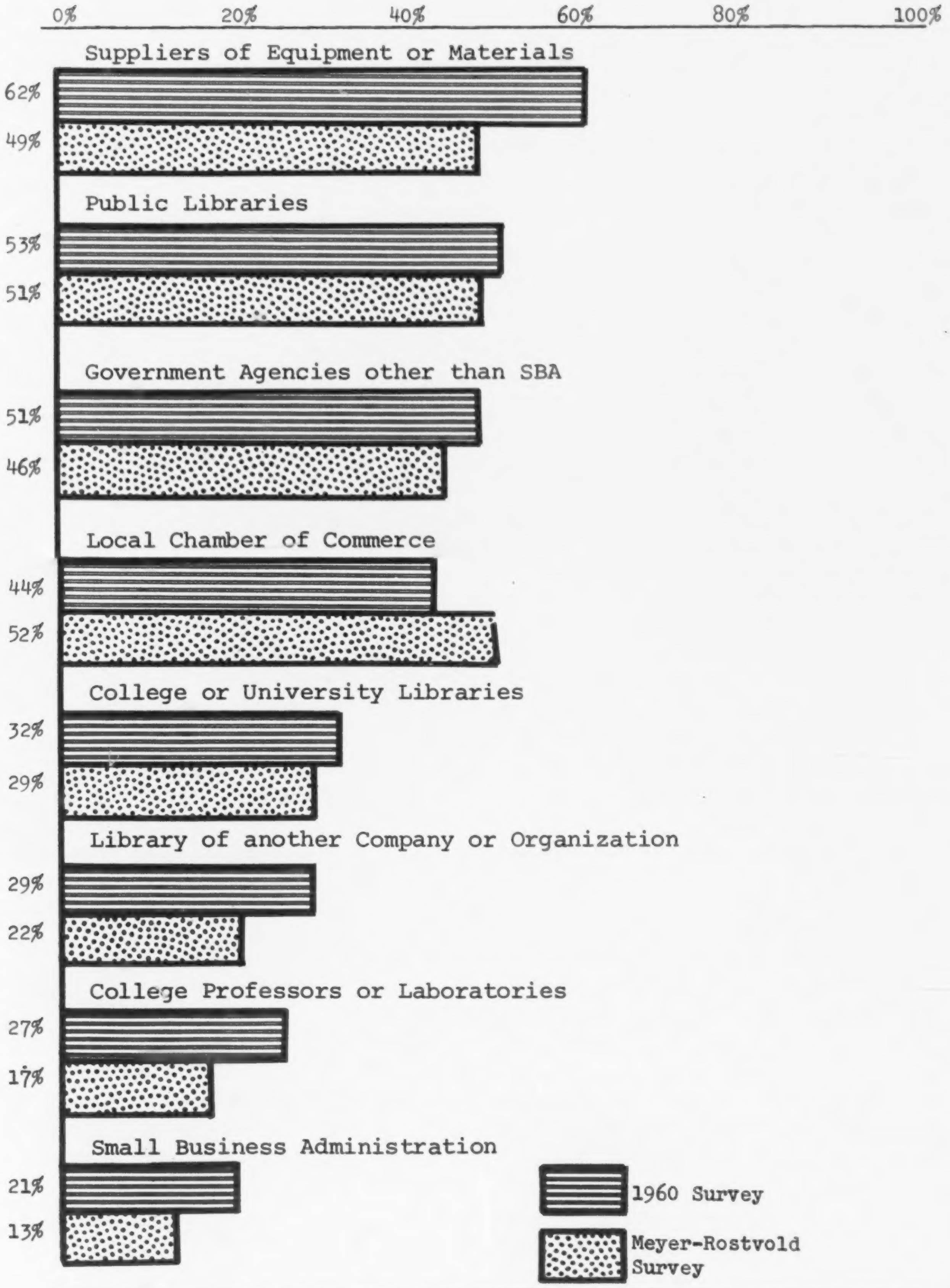
A sizable number of firms noted seeking information from academic and special libraries as well as through individual academic personnel and their laboratories. The Federal government's Small Business Administration (SBA) also appears to be a source of information used by a significant number of firms. Several of the respondents added other sources of information to the list in the questionnaire, including: trade organizations, trade publications, professional societies, management associations, specialized services, private research organizations, and "men in the same line of business."

By separating the responses according to type of business there appears to be some differences in the popularity of the various information sources. These become apparent in Table XVIII-15 which shows the sources in rank order of preference by kind of business. Those engaged in Trade and Financial activities seemed to use fewer different sources than those involved in Service and Manufacturing. Whether the responding firm was located in Pomona or Pasadena seemed to make little difference.

From this response it seems that Manufacturers appear more dependent upon the public library as a source of business information than other types of firms. In each group, the public library,

FIGURE XVIII-5

A COMPARISON OF THE EXTERNAL INFORMATION SOURCES USED BY BUSINESS AND INDUSTRY



the Chamber of Commerce, suppliers of equipment and materials, and government agencies rank in the top four. It would seem that, equipped with such knowledge as this, the public library should be in a better position to help coordinate information services within the community, helping it to achieve its objective of becoming the first point of contact for the businessman looking for facts.

TABLE XVIII-16

SOURCES OF INFORMATION USED BY BUSINESS RANKED BY TYPE OF FIRM IN ORDER OF PREFERENCE

FINANCE	SERVICES	MANUFACTURING	TRADE
Chamber of Commerce	Suppliers	Public Libraries	Suppliers
Public Libraries	Chamber of Commerce	Suppliers	Chamber of Commerce
Suppliers	Government Agencies	Government Agencies	Government Agencies
Government Agencies	Public Libraries	Academic Libraries	Public Libraries
Small Bus. Admin.	Special Libraries	Chamber of Commerce	Coll. Prof. & Labs.
Coll. Prof. & Labs.	Academic Libraries	Coll. Prof. & Labs.	Small Bus. Admin.
Academic Libraries	Coll. Prof. & Labs.	Small Bus. Admin.	
Special Libraries	Small Bus. Admin.	Special Libraries	
Other	Other	Other	

A further analysis of these responses in terms of the size of the firms shows still another facet of the information seeking processes. For this analysis the firms were divided into three groups: (1) Large firms with 100 or more employees, (2) Medium sized firms with 11-99 employees, and (3) Small firms with 10 employees or less. The preference expressed for the various sources of information are shown in rank order in Table XVIII-16. While the small and large firms seemed to give first preference to suppliers, the medium sized firms gave the public library top billing. Small firms gave the public library the number two spot while the large firms agreed on placing the local Chamber of Commerce and government agencies third and fourth. respectively. Large firms gave academic libraries fourth place.

Special libraries were given greater recognition by large firms where they ranked fifth rather than eighth as in the case of the medium sized and small companies. It is interesting that the Chamber of Commerce seems to play a more important role as a source of information for the medium and small firms than for those of a larger size, dropping from third position to sixth. Apparently college professors and laboratories are used more by firms of a medium size than by either the large or small companies. As might be expected, the Small Business Administration is a more important source of information for the small firms than for those of a larger size - though still ranking only fifth.

TABLE XVIII-17

SOURCES OF INFORMATION USED BY BUSINESS RANKED BY SIZE OF FIRM IN ORDER OF PREFERENCE

LARGE FIRMS (100 or more employees)	MEDIUM SIZED FIRMS (11 to 99 employees)	SMALL FIRMS (10 employees or less)
1. Suppliers	1. Public Libraries	1. Suppliers
2. Government Agencies	2. Supplier	2. Public Libraries
3. Public Libraries	3. Chamber of Commerce	3. Chamber of Commerce
4. Academic Libraries	4. Government Agencies	4. Government Agencies
5. Special Libraries	5. College Prof. & Labs.	5. Small Bus. Admin.
6. Chamber of Commerce	6. Academic Libraries	6. Academic Libraries
7. Small Bus. Admin.	7. Small Bus. Admin.	7. College Prof. & Labs.
8. College Prof. & Labs.	8. Special Libraries	8. Special Libraries
9. Other	9. Other	9. Other

Whereas the location of the responding firm seemed to make little difference in the choice of information sources so far as the type of business was concerned, location seems to be more of a determinant in terms of the size of the firm. Table XVIII-17 attempts to show these contracts.

Suppliers ranked first or second in all size categories. However, the public library ranged from first for medium sized firms in Pasadena to fourth place for large companies in the same city! An even greater difference is seen in the role of the Chamber of Commerce as an information source. Medium sized firms in Pomona gave the Chamber of Commerce first place, whereas it was accorded fourth place by the large firms and fifth place by small firms in that city. Small firms, by contrast, gave the Chamber second place, while the medium sized firms ranked it fourth, and large firms sixth in Pasadena. While these survey figures provide no particular reasons to explain these differences, one might assume that they are derived from local situations and conditions.

TABLE XVIII-18

SOURCES OF INFORMATION USED BY BUSINESSMEN IN PASADENA AND POMONA

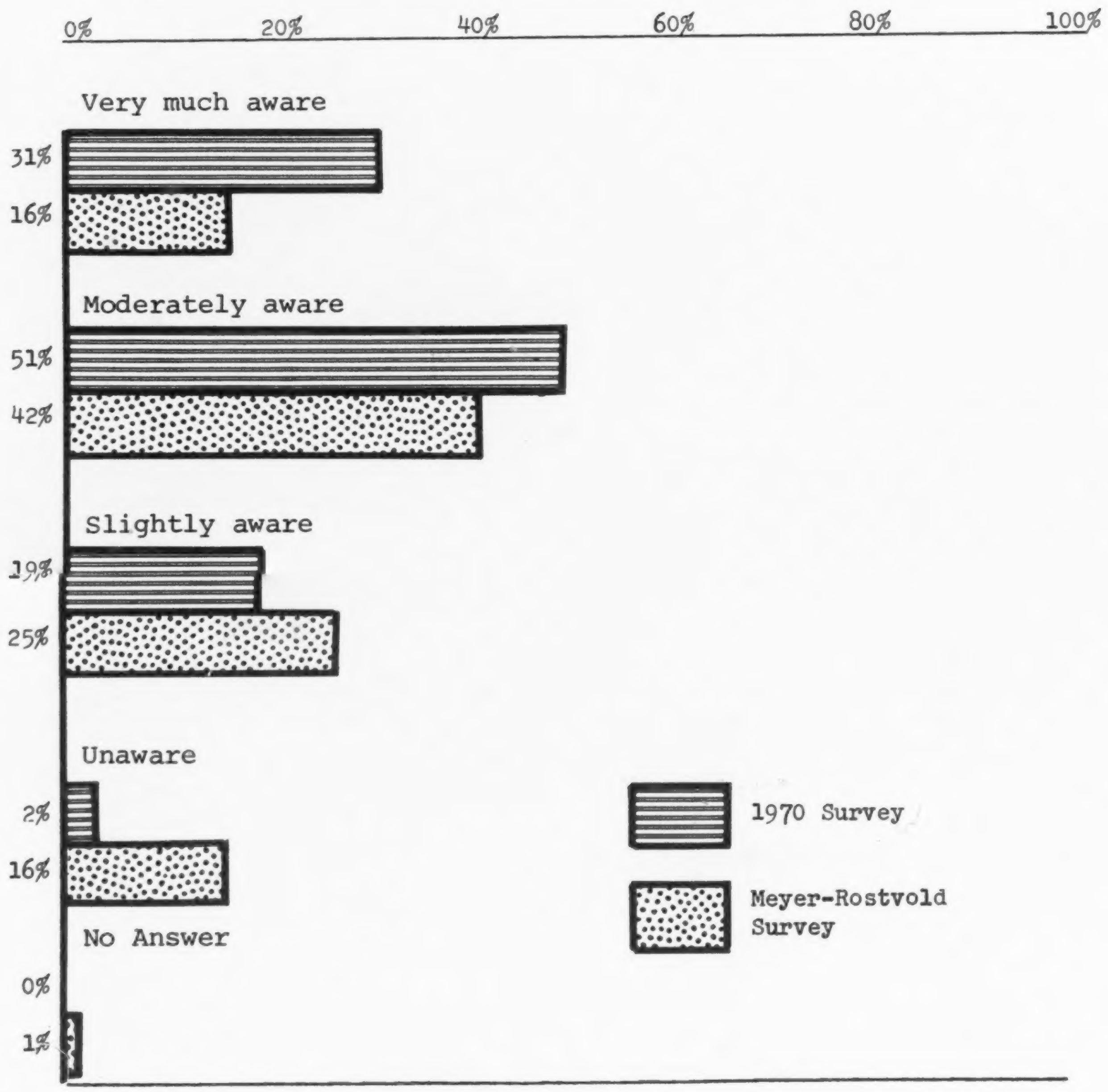
	LARGE FIRMS (100 Employees or more)		MEDIUM SIZED FIRMS (11 to 99) Employees		SMALL FIRMS (10 Employees or less)	
SOURCES	Pas.	Pom.	Pas.	Pom.	Pas.	Pom.
Suppliers	1	1	2	2	1	1
Public Libraries	4	3	1	3	3	3
Chamber of Commerce	6	4	4	1	2	5
Government Agencies	2	2	3	4	5	2
Special Libraries	5	6	7	8	-	-
Academic Libraries	3	5	6	7	-	4
Small Business Admin.	8	7	9	6	4	6
College Profs. & Labs.	7	8	5	5	6	-
Other	9	9	8	9	-	7

4. AWARENESS OF THE PUBLIC LIBRARY AS A SOURCE FOR BUSINESS INFORMATION.

Since one of the primary concerns of the Demonstration Project was to improve the awareness of businessmen to the public library as a source for business information, it seems that the data on this subject in the initial study should be compared with the results of the 1970 survey.[11] While it would be erroneous to consider that such a thing as "awareness" is a static situation, by making this comparison it should be possible to determine whether or not some progress toward the goal of increased awareness has been made. To this end, businessmen were asked to judge their own degree of awareness using the scale employed by Meyer and Rostvold. The results of the two surveys are illustrated in Figure XVIII-6

FIGURE XVIII-6

THE EFFECT OF THE DEMONSTRATION PROJECT ON THE BUSINESSMAN'S AWARENESS OF THE PUBLIC LIBRARY'S SERVICES AND FACILITIES



It seems clear that those who responded to the 1970 questionnaire were significantly more aware of the public library's services and facilities than those who had been contacted in the original study. Since the overlap of respondents between the two surveys is around twelve per cent, this cannot be interpreted as proof that a particular group of people became more aware of the public library in this period. However, there can be little doubt that the Demonstration Project must, indeed, have had some positive effect, assuming that each of the groups of businessmen responding to the surveys were fairly representative of the business community.

Table XVIII-17 shows a comparison of the data gathered in the two studies, analyzed by community. The scores are fairly close, the largest differential being in the "Very much aware" category so far as the Meyer-Rostvold survey is concerned, and in the "Slightly aware" class in the more recent study.

TABLE XVIII-19

A COMPARISON OF THE PASADENA AND POMONA RESPONSES TO THE QUESTION OF AWARENESS IN TWO SURVEYS

DEGREE OF AWARENESS	PASADENA	POMONA
Very Much Aware:		
Meyer-Rostvold Survey	21%	10%
1970 Survey	32%	31%
Moderately Aware:		
Meyer-Rostvold Survey	40%	45%
1970 Survey	52%	50%
Slightly Aware:		
Meyer-Rostvold Survey	23%	27%
1970 Survey	12%	19%
Unaware:		
Meyer-Rostvold Survey	15%	18%
1970 Survey	4%	0%
Did Not Answer:		
Meyer-Rostvold Survey	1%	0%
1970 Survey	0%	0%

The 1970 survey shows that the number calling themselves "Very much aware" was three times greater for businessmen in Pomona than in the previous survey. Those who considered themselves "Unaware" fell from fifteen per cent to four per cent in Pasadena and from eighteen per cent to zero in Pomona! The number who were "Moderately aware" increased in both communities just as the percentage of the "Slightly aware" declined. These figures point definitely to the existence of a group of businessmen in each community considerable more aware of the library than was the case before the Demonstration Program began.

Meyer and Rostvold also analyzed the responses to this question by type of firm. A comparison of the data from the two surveys is provided in Table XVIII-18.

TABLE XVIII-20

A COMPARISON OF THE DEGREE OF AWARENESS OF LIBRARY SERVICES AND FACILITIES BASED UPON THE TYPE OF FIRM RESPONDING TO THE TWO SURVEYS

	TYPE OF FIRM			
DEGREE OF AWARENESS	FINANCE	SERVICE	TRADE	MANUFACTURING
Very Much Aware				
Meyer-Rostvold	7%	18%	6%	20%
1970 Survey	20%	30%	67%	30%
Moderately Aware				
Meyer-Rostvold	40%	47%	35%	37%
1970 Survey	40%	54%	17%	59%
Slightly Aware				
Meyer-Rostvold	20%	21%	35%	29%
1970 Survey	30%	17%	16%	11%
Unaware				
Meyer-Rostvold	33%	12%	24%	15%
1970 Survey	10%	0%	0%	0%
No Answer	0%	1%	0%	0%

Since the "degree of awareness" was chosen by each respondent as a personal judgment, there is no external or objective criteria by which the differences registered in Table XVIII-18 can be judged. However, there is certainly a definite shift toward a greater degree of awareness in every type of firm. Some of the changes are almost dramatic as in the case of those engaged in Trade: sixty-seven per cent now claim to be "Very much aware" of the public library compared to only six per cent of those replying to the Meyer-Rostvold Survey. The bulk of the respondents in all but the Trade category still consider themselves "Moderately aware." Moreover, there has been an impressive reduction - almost elimination - of respondents who consider themselves as "Unaware." Interestingly, the ten per cent who checked the "Unaware" response, were all in the field of Finance - the same type of business in which the largest percentage gave a similar answer to Meyer and Rostvold! Finance likewise had the lowest percentage of respondents in the "Very much aware" classification.

I. SOME VOLUNTARY REACTIONS TO THE DEMONSTRATION PROJECT.

In addition to their other responses, the businessmen were offered the opportunity to volunteer their comments about any "outstanding service your public library has provided your firm during 1970." It was further suggested that they might indicate what effect such services might have had on the firm's "operations, products, marketing, sales, production, etc."

Almost one-third of the businessmen took this opportunity to make some comment, whether in direct response or not. The number was divided equally between Pasadena and Pomona respondents. These comments ranged from apologetic notes for not having used the library more to generalized statements. For instance, after expressing appreciation to certain staff members by name, one businessman who identified himself as an "Employee-Employer Consultant" stated, "With this service I am much more successful." Among the more specific examples of appreciated services were these:

> "B & I representatives very helpful in setting up a small technical library in the company laboratory."
>
> "The specifications service has been very useful to us in obtaining government specifications enabling us to bid on projects.
>
> "A request for information on Smog Control resulted in complete information which we have used for designing equipment for controlling industrial smog."
>
> "The copies of Military Specifications furnished us has aided our company in speeding up its reply to requests for quotations and the actual manufacturing of items."
>
> "We found the bibliography on Industrial Lasers compiled by the library to be most useful."
>
> "Information and recreational films have been very useful to our company."
>
> "The ability to borrow reference materials without the use of a personal card has . . . enabled us to scan materials without having our engineers waste time in traveling out of the office."

Library reference services have been "beneficial to our marketing and sales efforts."

"Telephone directories have been very helpful.

"Appreciated statistical information supplied on firms and population."

"Excellent response to question referred to the library on consumer regulations; library supplied me with bibliography which was unexpected."

"Business and Industry librarians are most helpful; gave rapid service and go beyond what is expected."

"Provided technical information for product development and patents."

"Your aid in research on topics of special interest on Housing Codes and Housing Organizations has been very helpful."

"Used microfilm viewer on two occasions. It was convenient and expedited project which involved data reduction by two individuals for a period of about four hours each."

"Research has been very helpful."

These notes of appreciation seemed to come from every type and size of firm in fairly proportionate amounts. While they may not be considered statistically, they serve to add a special note of pertinence to the information gathered by the survey. It is noteworthy that no businessman recorded any adverse comment; the nearest being the single word, "Negligible," presumably in answer to the effect the library had had on that particular firm.

J. CONCLUSIONS.

Most of the conclusions to be drawn in this chapter have been included as a part of the specific discussion of particular responses. These comments concern the questionnaire and responses as a whole.

1. THE QUESTIONNAIRE:

The 1970 Survey Questionnaire was designed to provide a variety of kinds of information. Like all such omnibus types of efforts, some of the questions called for responses which proved difficult to analyze or evaluate. As always, the results are open to different interpretations depending upon definitions of terms, etc. A few of the questions appear now to have called for overly precise reactions on the part of the businessman. As sometimes happens, several of the questions produced responses which in turn give rise to other questions which remain unasked and unanswered. These must await some future opportunity, tantalizing though they may be. In any case, the questionnaire appears to have again proven its usefulness as an information gathering tool.

2. THE RESULTS.

On the whole, this questionnaire survey must be considered a success, both in helping to evaluate the progress of this particular Project, and as adding some interesting dimensions to the existing knowledge of library service to Business and Industry in these two communities. It is supposed that at least a part of this knowledge can be considered meaningful beyond the boundaries of Pasadena, Pomona, the Metropolitan Cooperative Library System, and even the State of California. Because of the clear similarities between the results of the two surveys, a number of facts seem to be emerging as somewhat stable characteristics, though this needs to be tested further.

There can be no doubt but what the questionnaire's results point to businessmen who are more aware of public library services and facilities. There is evidence of increased usage and projections of even greater use in the immediate future.

Businessmen identified some of the aspects of the Demonstration Project in which they and their firms participated. There seems to be a positive relationship between some of these programs and the responses, particularly *Business Briefs* and the Visitation Program.

Businessmen seemed more favorably inclined toward the libraries' services than their materials or physical facilities. Reference services, both telephone and "in the library," seem to be the most used aspect of the Business and Industry Program. Businessmen indicate that the two libraries are still somewhat short of consistently providing full and accurate information in response to their queries. On the other hand, there was little criticism of the amount of time involved in getting information - a sign, perhaps, that the additional effort the staff members have made to improve in this aspect of service has paid off. Of singular importance is the satisfaction the two libraries can take in the high standing given "staff attitude," contrary to the frequently-heard criticism of personnel.

The material resources of the two libraries, although significantly augmented during the Demonstration Project, still lag behind the depth and scope businessmen apparently feel they must have available. Emphasis must be continued in securing larger collections of up-to-date materials, with sufficient copies to give the businessman reasonable assurance that the book he wants will be available as needed - this, parenthetically, regardless of how technical the subject or how expensive the item!

The one question concerning the card catalog does little more than open the door for many more. In any case, and for whatever reasons, the usefulness of the library's chief finding tool falls far short of excellence in terms of its performance level in the eyes of businessmen. This fact, coupled with the finding that businessmen are less apt to ask a librarian for assistance in selecting materials, provides some possible grounds as to why patrons, including businessmen, sometimes berate a library for not having titles which are actually on the shelves. Further studies are needed to determine what remedial action can or should be taken so far as making improvements on the card catalog is concerned.

By comparing the findings of the Meyer-Rostvold Survey with those of the 1970 Survey, an additional mass of interesting and important data emerges. Perhaps most significant is the consistently improved pattern of awareness reflected in every aspect of these comparisons. There seems to be no room for doubting that the Demonstration Project has, indeed, had a positive affect on the library habits of the businessmen who responded to the 1970 Survey!

K. RECOMMENDATIONS.

Like the conclusions in this chapter, some of the recommendations have been noted earlier in the text. There remains only a few general recommendations:

1. The results of the questionnaire evaluation appear worthy of study by both libraries surveyed and others interested in service to Business and Industry.

2. From time to time, other questionnaires should be used to up-date the findings of this survey and further develop the body of data concerned with library service to the Economic Community.

3. When the opportunity presents itself, similar information should be sought from other libraries and other communities, thereby providing evidence which can be used to determine the degree to which the findings of this survey can be considered generally representative of conditions elsewhere.

FOOTNOTES

[1] Bonn, *op. cit.*, pp. 43-44.

[2] *Ibid.*, pp. 72-73.

[3] Meyer & Rostvold, *op. cit.*, pp. 84-85.

[4] *Ibid.*, p. 85.

[5] See Bonn, *op. cit*, p. 43, and Meyer & Rostvold, *op. cit.*, pp. 80-84.

[6] Bonn, *op. cit.*, pp. 1-10, 73-74.

[7] Meyer & Rostvold, *op cit.*, pp. 80, 88-89.

[8] *Ibid*, p. 80.

[9] *Ibid.*, pp. 32-34.

[10] *Ibid.*, pp. 21-27.

[11] *Ibid.*, pp. 43-45. See also pp. 11-14 of this study.

CHAPTER XIX

IN RETROSPECT: A PERSONAL EVALUATION

To this point, the evaluation of the Demonstration Project has been based upon interpretation of available evidence. Every attempt has been made to keep the reporting and analysis objective. However, one cannot be involved in a project of this type over such an extended period and in such an intense manner without collecting some subjective opinions which may or may not be entirely supported by the evidence. In today's parlance, I suppose this would be called "gut reactions."

In any case, this chapter is devoted to the personal views, impressions and judgments of one who had the unique opportunity of participating in the origins of the Demonstration Project and administering one of the project libraries during most of the Project period, followed by the responsibility for evaluating the effects of the Program; those who are interested only in objective, factual reporting may wish to skip this chapter. The contents of this chapter are organized around these basic themes: (1) Aspects of the Demonstration Project considered most successful, (2) Things which might have been done better, (3) Major Meyer-Rostvold recommendations which remain untried, and (4) Problem areas: lessons learned - some the hard way.

A. ASPECTS OF THE DEMONSTRATION PROJECT CONSIDERED MOST SUCCESSFUL.

Examination of the evidence as submitted in this study provides ample basis for declaring the Demonstration Project eminently successful. However, some aspects were blessed with greater accomplishment than were others.

1. ESTABLISHMENT OF THE BUSINESS INDUSTRY DIVISION OF THE PASADENA PUBLIC LIBRARY.

There can be little doubt that the consolidation of appropriate materials and services into a separate Business Industry Division within the Pasadena Public Library has been one of the major accomplishments of the Demonstration Project. Even though this was not one of the original objectives, its importance had been implied by Meyer and Rostvold:

> Neither of the two libraries has a special room set aside for business and industry at present, but it is recommended that they try to do so. A number of respondents also made that suggestion when

> asked how the library could be of greater service to them. Each of the library directors is anxious to have such a room (one did have it before moving to new quarters), but it will require some shifting of collections, partitions, and staff members to bring about.
>
> The purpose of such a room would be to create an environment that would be especially conducive to serving the businessman. The staff, collection, and equipment that he requires would be present and readily available. The staff would be able to concentrate and specialize on serving the businessman alone, and would not be distracted by other demands. The user himself will welcome relatively uncrowded reader facilities that are designed with him in mind, and which are not occupied by other kinds of users who distract his attention or prevent him from using the facilities effectively.
>
> Attention should also be given to the intangible item of "atmosphere." The facilities should reflect the kind of environment the businessman wants: quiet, efficient, businesslike, speedy, and competent, yet pleasant and attractive. Part of the unfavorable image we are trying to eradicate has to do with the inefficient and unattractive kinds of library furnishings and facilities that are still found in too many libraries.
>
> All of this should not be thought of as "pampering" the businessman beyond what he is entitled to as a library user. It is just that his time is so precious that he can't afford to waste it on unproductive efforts.[1]

The ability of the Business Industry Division to concentrate its efforts on serving businessmen has undoubtedly enhanced the image of the library to Business and Industry in Pasadena. While the general public may use the collections and call upon the librarians for assistance, the thrust of the service has a singular direction which creates the conditions most conducive to meeting the specialized needs of businessmen.

2. THE PROGRAM OF VISITATION.

Of all of the innovative programs attempted during the Demonstration Project, that visitation to Business and Industry must be considered the most successful. The evidence accumulated in the reports of the Library Representatives and in the questionnaires returned by businessmen substantiate visitation as a most effective way to eliminate the "awareness barrier" which so frequently exists between the public library and the businessman. As the Library Representatives gained confidence in their approach and polished their techniques, the effectiveness of the visits improved. These visits provided opportunity for the library to make its resources and services known to businessmen; at the same time, the library was able to gather important facts about the information needs of each firm and to establish liaison with company personnel. The warm reception accorded the Library Representatives was attested to by telephone calls and letters of appreciation as well as documented by increased usage of the library by those visited. The fact that visitation was successful, not only in Pomona where it received major emphasis, but also in other cities in Los Angeles County, both large and small, underscored the value of this technique.

3. *BUSINESS BRIEFS.*

The need for the public library to maintain some kind of regular communications with Business and Industry, and the receptivity of businessmen to direct mailings, was proven by the success of *Business Briefs*. The favorable response accorded this publication has been fully documented in this report. Suffice it to say that *Business Briefs* represents one of the most important products of the Demonstration Project. It stands as an example worthy of emulation by public libraries elsewhere. This publication must be given credit for bringing a new awareness of the public library's interest in and ability to serve the information needs of Business and Industry.

4. "MINI-BIBS."

The brief booklists, or "Mini-bibs," were well received and proved to fill a need. Success of these short bibliographies was due in part to the use of attractive designs and format. They were also popular because each dealt with a subject of particular interest to businessmen and contained reference to various types of library materials. These lists should serve as prototypes for the development of countless others created around topics of special interest to local businessmen. The advantages of cooperation were demonstrated in the preparation of booklists for libraries outside Pomona: the designs of the original "mini-bibs" were retained while the contents were adjusted to reflect the collections of the local library whose name appeared on the published list. Thus, the effort involved in producing an effective publication was shared among a number of libraries and communities.

5. ROVING COLLECTIONS.

Roving collections are simple things; yet they appear to have a tremendous potential for improving public library service to business and industry. They represent physical evidence of the library's interest in the information needs of businessmen and, at the same time, illustrate the kinds of up-to-date resources available in the public library. In fact, the expanded use of such roving collections will do much to improve the image of the library while providing a valuable on-the-spot service. There is every reason to believe that this could be one of the more important contributions of the Demonstration Project.

B. THINGS WHICH MIGHT HAVE BEEN DONE BETTER.

Inevitably, it seems, in a project of this scope and duration, some things appear to have been less successful than might be hoped. This is not to be equated with "failure;" perhaps "partial success" is a more accurate, and certainly a more positive term. There is a temptation to rationalize why these particular elements somehow missed the mark. Such rationalization centers on lack of time, energy, and funds, as well as insufficient foresight and incomplete evaluation of progress. Such excuses do not, however, change the fact that some elements of the program were less successful than others.

1. USE OF THE PUBLIC LIBRARY AS THE FIRST POINT OF CONTACT FOR BUSINESSMAN.

Throughout their report, Meyer and Rostvold emphasized that the Public Library should become the first point of contact for the businessman seeking information; in fact this was given priority as the first of the "Key Recommendations" made by these authors.[2] It was used as the basic objective of the Demonstration Program proposed by Meyer and Rostvold:

> The project is to demonstrate how the public library can operate as the primary point of contact between the economic community and the information resources held by all types of libraries and related agencies in the Metropolitan Cooperative Library System.[3]

While all those working on the Demonstration Project had an understanding of this concept, somehow or other it failed to become the focal point of the Program. This is not to say that it was not discussed or that other elements of the Program were not closely allied to this theme. Perhaps because it was a concept rather than a substantive activity, staff and public were not made aware of this overriding purpose. For instance, this theme was not mentioned in the publicity releases or in the publications issued as part of the Demonstration Project.

2. THE PUBLIC INFORMATION PROGRAM.

The importance of a comprehensive Public Information Program was emphasized by Meyer and Rostvold and provision was made in their recommended Demonstration Program for a full time Public Information Specialist.

> One Public Information Specialist, working under the Project Director in a staff capacity, responsible for the whole range of public information activities on a System-wide basis, including the publication and distribution of bulletins and other mailings[4] to the economic community, and the utilization of mass media.

In the reordering of priorities which occurred when the Demonstration period was cut to one year, this position was eliminated since it appeared that there would be insufficient time for such a person to develop a successful program. In view of the fact that the Program eventually spanned two years, this proved to be an unfortunate decision, regardless of its original justification.

Public Information, of course, did receive considerable attention as documented in the foregoing chapters. However, it lacked the unifying force and consistency which would have been possible had a properly qualified person been responsible for this aspect on a full time basis. The Project needed, and merited - a much more extensive public information program than it received. For instance, newspaper accounts were infrequent, use of radio was negligible, special brochures and other publicity items were few in number and limited in distribution, posters were not developed until very late in the Project period and then were never distributed beyond Pomona. Equally damaging is the fact that usable contacts were not made with the media upon which the continuing Program must depend for publicity. Most unfortunate was the lack of personnel needed to follow up the many opportunities volunteered by businessmen such as the use of house organs, company newsletters, "shopping news" papers, etc.

Nothing in this commentary should be construed as criticism of the public information efforts which did occur as a result of hard work by library staff and Project staff. Criticism, rather, is reserved for the failure to foresee and provide for the extensive requirements of an effective public information program. Hopefully, it is a lesson that has been learned. Dependence on occasional news releases and "word of mouth" publicity to gain new customers will not suffice. The investment in materials and staff made by the participating libraries should receive maximum use to be justified. This specialized service deserves the same unqualified commitment of talent and resources business and industry would devote to marketing a desirable new product. While this Demonstration Project certainly gave more than "lip service" to Public Information, the efforts still fell short of even the most obvious opportunities.

3. COORDINATION OF THE PROJECT.

In the original Project plans, provision had been made for a Project Director as recommended by Meyer and Rostvold:

> Project Director, working under the Metropolitan Cooperative Library System Council and headquartered at System Headquarters in Pasadena, who would be responsible for setting the policies, initiating the new services, providing general direction and supervision to other members of the Project, establishing working cooperative arrangements between public, academic, and special libraries, exploring means for continuing financial support, and furnishing administrative and user-generated reports and recommendations to the System's Council.[5]

However, this position was eliminated when the Program was restricted to one year on the theory that the funds could be better used. The two library administrators agreed to share the responsibilities assigned to this position as well as supervise the Project Staff in their respective libraries. This seemed reasonable in view of the brevity of the Project, the apparent lack of any readily available and qualified applicant, the need to expend a larger portion of the funds for collection development, etc., and the limited way in which other MCLS libraries might be involved in the abbreviated program.

Speaking from the vantage point of experience, the wisdom of this decision can be questionned. Admittedly, the Project did continue for two years rather than being restricted to the single year originally provided in the grant. On the other hand, there is reason to believe that more might have been accomplished even in this short period had there been someone operating at the Project Director level.

a. Program Coordination.

While the administrators and Project Staff of the two libraries held occasional meetings to discuss the progress of the Project, there was little time for more than informal reports and the solving of problems needing immediate attention. In other words, regular lines of communications were not established for the continuous sharing of ideas and Program results. Each administrator was dependent upon his own staff for information and recommendations. Neither the administrator nor the Project Staff could turn for advice or help to a person committed to the Project but not attached to one or the other libraries; similarly they did not have recourse to a person who could implement decisions, gather, analyze, and evaluate data regarding the progress of the Project or make independent recommendations. By the same token, Project Staff found themselves somewhat isolated from supervision and having to share the already limited time and energies of their respective administrators. Many of the matters which the Project Staff wanted reviewed - particularly new ideas and procedural problems - could have readily been cleared by a Project Director.

Had a Project Director been retained, there would undoubtedly have been more "cross-fertilization" of ideas between the two libraries. Clear evidence that such ideas were receiving appropriate and timely consideration would have encouraged further creativity. A Project Director might also have facilitated Program implementation and achieved a more organized approach in both libraries. Through such efforts more might have been accomplished with greater effectiveness. Some of the ideas generated in one library might have been more acceptable in the other had a "neutral" person been available to evaluate and, if necessary, modify such suggestions. Each library would have been far more aware of the progress being made in the other had a Project Director been available to provide coordination and communication.

b. Collection Coordination.

The Project Director might also have been charged with the responsibility for coordinating the development of the specialized collections in both libraries. Considering this, the administrators determined that their respective library's collection needs were so basic that such materials as could be acquired as a result of funds provided by the grant would merely establish core collections. Such duplication as might occur would be unavoidable. The Pasadena Public Library, due to its role as the headquarters library for MCLS had a special obligation to build its periodical files. Since the MCLS Union List of Periodicals provided full information as to the holdings of all member libraries, unnecessary duplication of the Pomona collection could easily be avoided without the help of a Project Director.

However, as time progressed, and particularly as the Pasadena collection grew in size and complexity, there was need for coordination between the Project libraries and other libraries in MCLS. This was illustrated by the interest taken by such libraries as the Torrance Public Library in developing special subject fields pertaining to their own economic community, but having implications throughout MCLS. Except for such time as might be given by the administrators, there was no person to provide information essential to coordination in collection development. The Project Director could have evaluated collection use by businessmen. The coordination of collections with academic and special libraries, and the construction of the special tools needed to open these resources to the users of all libraries might also have been promoted.

c. Work with Academic and Special Libraries.

Without a Project Director there was no one person available to coordinate the Project with academic and special libraries. While the Project Librarians attempted to do this within their own regions, these contacts did not produce the kind of formalized pattern of service Meyer and Rostvold had predicted. A Project Director could have pursued this important objective in a thorough and consistent manner designed to get the desired results. Progress would most certainly have been made in establishing contacts, refining regulations concerning access, and possibly in forging a workable link in the future statewide Technical Information Network. As noted in the preceding paragraph, some initial steps might also have been made in the coordination of collection development and preparation of bibliographic tools.

4. EXTENSION OF THE PROJECT INTO MCLS.

Only tentative planning had been made to make the Demonstration Project System-wide at the time the proposal was sent to the California State Library in 1969. The one-year limit stipulated in the original grant seemed to preclude any such extension. Therefore, when the opportunity arose with the receipt of additional, though limited, funds in the fall of 1970, it is little wonder that anything other than an extemporaneous plan could be formulated. While the experience of the following months seened to be exceptionally successful, more could have been done had there been additional time for planning.

Perhaps the most remarkable fact about this aspect of the Project was the limited interest expressed by other MCLS library administrators. Only one quarter of the libraries indicated a desire to participate - most of the others were not sufficiently interested to reply to the invitation or to investigate the proposed program of extension. (Is it possible that this was a further illustration of the relative lack of concern public librarians have had for meeting the special needs of businessmen or their blind confidence that their libraries are already performing satisfactorily in this service category?)

5. GROUP WORK.

As discussed elsewhere in this report, the Library Representatives found their work with groups to be very productive. In retrospect, it seems that the two library administrators might well have foreseen this possibility and, as a matter of course, made arrangements for presentations to service clubs, professional groups, etc., within their communities. Certainly this kind of programming is not unknown in either city. This shortcoming was partially the result of lack of time as well as the tendency to allow Project personnel a great deal of independence in developing the Program. By the time it became obvious that such meetings would be rewarding, it was too late. Perhaps this, again, is an instance in which a Project Director might have been able to move quickly enough to achieve successful implementation.

6. TELEFACSIMILE.

The details of the experiment with telefacsimile are contained in the body of this report. Suffice it to say here that a variety of conditions prevailed which make the conclusions derived from this experiment questionable. While the objections of staff to the time and effort involved in transmitting and receiving material by this instrument seem entirely justified, there remains the fact that these shortcomings prejudiced staff against using the equipment except in the most extraordinary cases. The potential of telefacsimile remains. It deserves a better test than was provided in this experiment. However, admittedly, such a trial should await the availability of improved equipment.

7. EFFECTIVE PROJECT TITLE.

Although many hours were spent in the effort, no Project title was formulated which gained acceptance in both libraries. It would seem that this would be an elementary matter and one basic to the Project's operations. While Pomona finally called its part of the Program "B & I Info" for lack of a more inspired title, Pasadena used no particular designation. This failure complicated the preparation of publications for the Project and handicapped the entire Public Information Program. As any businessman familiar with marketing knows, an attractive product name is absolutely essential to a successful sales campaign. While the term, B & I Info, was used in Pomona, it seemed to lack the characteristics required for easy recognition and popularity. It is strongly recommended that libraries continuing this Program or developing similar programs elsewhere, give this matter very serious consideration. The proper phrase might well become a much needed unifying tie. Perhaps the services of professionals in the field of marketing should be employed to devise terminology which is self-defining and with which Business and Industry can readily identify.

C. MAJOR MEYER AND ROSTVOLD RECOMMENDATIONS WHICH REMAIN UNTRIED.

While the Demonstration Project afforded opportunity to implement many of the recommendations of the Meyer-Rostvold study, several major suggestions remain untried through lack of time, funds, or for other reasons. On the whole, these remain as valid recommendations and should be considered in future efforts of this kind.

1. LIAISON ADVISORY COMMITTEE.

One of the most pertinent recommendations was for the establishment of a Liaison Advisory Committee in each of the two cities.

> To assist not only with book selection but with many other matters of policy and practice, it is recommended that a Liaison Advisory Committee be established in each of the two cities. It would be composed of local businessmen and would have the function of representing the economic community to the library and vice versa. It would thus help the public library to frame its program and actions in accordance with the real needs of the intended users, and in turn could assist in explaining library programs and policies to area businessmen. Many useful suggestions on such topics as the public information program, special services that are desired, techniques for handling small service charges, etc., were obtained from interviewees just in the course of this survey.[6]

Again, due to the need for concentrating on essentials at the beginning of the Project and the abbreviated period of time in which the Project was to be conducted, both administrators agreed that while such a committee might well be helpful, it was not essential at the outset. In retrospect, it is possible to see that some of the problems encountered might have been alleviated had such a working committee been available. Besides, the perpetuation of the Program might have been favorably affected by such a group. Certainly, it would have offered another source for evaluation.

2. A COMMITTEE OF COOPERATING LIBRARIANS.

Meyer and Rostvold also recommended the formation of a Committee of Cooperating Librarians and gave this group a long list of possible duties, headed by the overall responsibility for "developing policies and procedures for increased cooperation and coordination among the various types of libraries."[7]

Although such committees were discussed, they were not established. Shortness of time again played a role. So also did the changing conditions in the academic and special library field which placed these libraries and their administrators under unusual pressures complicated by the reduction of budgets. The idea remains a good one and should be tried.

3. USE OF ACADEMIC AND SPECIAL LIBRARIES BY PUBLIC LIBRARIANS IN BEHALF OF BUSINESSMEN.

As part of the key recommendation that the public library become the first point of contact for the businessman in search of information, Meyer and Rostvold proposed that public librarians use other types of libraries on behalf of such individuals. It was acknowledged that the effective use of other libraries would require training and possibly some formalized regulations regarding access, use of certain materials and resources, etc. During the course of this Project, no formal steps were taken to arrive at the kind of extensive used envisioned by Meyer and Rostvold. Presumably, this might have been the outgrowth, in part at least, of the activities of the non-existent Committee of Cooperating Librarians and/or the Project Director. This is not to say that other libraries were not used; on the contrary, staff members frequently resorted to both special and academic libraries in their search for information. However, they preferred to do this through personnel attached to those libraries. Again, it would seem that this is a valid recommendation which merits implementation.

4. ASSISTANCE TO FIRMS IN PURCHASING MATERIALS.

One of the services Meyer and Rostvold found to be desired by some businessmen was the assistance of the public library in purchasing materials. While librarians have traditionally supplied publication information as a routine part of information services, the idea of actually ordering books and other items for individuals is hardly customary. Discussion of this matter with order librarians and with city finance officers showed that numerous hurdles would have to be cleared - too many for implementation within the Project period. As an alternative, it would seem that libraries should strive to maintain contacts with appropriate sources such as jobbers in the technical field and with distributors of government publications. Referral of businessmen to these sources would relieve the library of considerable paperwork and eliminate the problems which might otherwise occur in handling funds from companies and individuals in the private sector.

D. PROBLEM AREAS: LESSONS LEARNED - SOME THE HARD WAY.

A project of this kind provides a unique opportunity as a learning experience for all who participate. Some of these lessons seem worthy of notice for those who might find themselves in a similar situation.

1. NEED FOR BETTER INTERNAL COMMUNICATIONS.

Adding something as comprehensive as this Demonstration Project to a library already carrying a full program of activity means that many adjustments must take place. New objectives, services, and personnel, along with the additional work load, must be absorbed. This placed a premium on effective internal communications which fully inform - and consistently kept informed - ALL staff members, whether directly concerned with the project or not. In spite of the hours spent in planning each new activity, it was surprising how difficult it was to keep everyone advised. As a result, staff members were occasionally taken by surprise by some new development, a new and more permissive regulation, or a change in procedure. An administrator contemplating such a Project should make every attempt to keep the internal communications lines clear and operative at all times.

2. PROJECTS ARE NOT NECESSARILY "SELF STARTING" OR "SELF SUSTAINING."

Having secured the necessary funding, and having established a general plan of operations, one might think that the Project would require only intermittent administrative attention. But such is not the case. Projects are not necessarily "self starting" nor are they "self sustaining." They require continuous attention including supervision of personnel, evaluation of results and redirection of energies when necessary. The administrator must either delegate this task to someone else with authority commensurate with the responsibility, or be prepared to take the time required from his own schedule. Special effort is necessary to overcome the inertia which tends to hamper launching Projects such as this. Much time and energy can be spent in attempting to correct the fallout of problems which accompany false starts. Again, effective planning and continual participation is essential to assure the Project's success.

3. INVOLVEMENT OF THE LOCAL GOVERNMENT.

Since public libraries are normally a part of a larger unit of government, it is necessary for the Library Administrator to become familiar with whatever regulations may have been established for administering federal grant programs at the local level. Such measures may apply to everything from the handling of funds to the employment of staff. Depending upon the nature of the regulations, these may tend to limit the flexibility required for effective program implementation. Since such regulations will differ from one community to the next, suffice it to say that the Library Administrator should have a thorough understanding of such rules before undertaking a project funded from outside sources.

4. ADEQUATE TIME FOR PLANNING AND PREPARATION.

Having had the Meyer-Rostvold report in hand, and having written a Description of the Proposed Project, one might wonder what more could be required in planning. In spite of these assets, events proved that the Project would have benefited from a longer period of gestation. In addition, more time was needed for basic preparations such as the acquisition of materials and the recruitment and training of staff. A PERT chart would have proven extremely valuable had there been time to develop this management device.

5. CONTINGENCY PLANNING.

Through no fault of its own, the California State Library was unable to fund the program initially except for one year. This forced a complete overhaul of the Project, as recorded elsewhere in this study. While, in fact, the Project was eventually extended to cover two years, this was done piecemeal and with reduced funds. The accomplishments of the Project, significant though they may be, are undoubtedly less than would have been possible had the Program evolved as originally planned. Since this is not an uncommon hazard, library administrators contemplating such projects might do well to make advanced contingency plans based on possible reductions of both time and funds. Such preparation might reduce the problems which may occur when such changes are necessary.

6. LIAISON WITH THE CALIFORNIA STATE LIBRARY.

Throughout the Project, the two Library Administrators found the California State Library most cooperative. However, in retrospect, it seems that all concerned might have benefited had formal liaison been established, perhaps through one of the State Library Consultants. Project staff members could have worked closely with such a person in developing resources and services along the lines recommended by Bonn in his plan for a "Technical Information Network." In return, the State Library Representative could have brought a new awareness of state-wide resources to those engaged in this Project. The desire of the California State Library to permit local agencies complete freedom in carrying out the objectives of approved projects is thoroughly understood and appreciated. Nonetheless, the fact remains that participation in the form of staff liaison and counsel would have been valuable.

7. CRITERIA FOR EVALUATION.

When a project such as this is completed, how can you determine whether or not the objectives have been achieved? Judging from the fact that many projects never receive a comprehensive final evaluation, one must assume that participants either equate the completion of the project with the full attainment of objectives or consider evaluation to be of no importance.

In the case of this Demonstration Project, it was decided that the implementation of the Meyer-Rostvold recommendations deserved to be evaluated and the results made available for others to study. However, questions as to what such an evaluation might be based upon arose immediately. While some data had been accumulated, it was found that much of it was unusable for a variety of the usual reasons - incomplete, insufficiently detailed, ambiguous, etc. Fortunately some time remained and various devices were inserted to accumulate appropriate data. However, it was too late to recover some of the statistical information which would have been helpful in determining the changes which the Program may have made in user habits.

This experience documents the need for making reliable data-gathering devices an integral part of any program which is to underdo evaluation. Forms for recording statistical information, carefully designed questionnaires, and other appropriate measures, should be structured into the project - preferably by the person assigned to make the final evaluation. Where possible, provision should be made for control groups or situations against which progress can be measured. The possibility of correlating the findings or the evaluation with those of other studies should not be overlooked. In many cases there are definite advantages to establishing the conditions existing before a project begins so that they can be compared with those found at the end of the program. Like other elements, evaluation techniques must be flexible and modification must be possible during the course of the Project to take advantage of special opportunities or circumvent unforeseen obstacles.

Finally, ample time must be allowed for data reduction, analysis and interpretation. The thoroughness and reliability of the evaluation will depend upon both the validity of available information and the competency of the individual responsible for the appraisal and its exposition. When completed, the Project evaluation should be published in suitable form both as a record of achievement and as a vehicle for recommendations to those interested in similar programs.

E. CONCLUSIONS AND RECOMMENDATIONS.

As noted at the beginning of this chapter, an individual closely involved in the planning, execution, and evaluation of a Project of this kind must inevitably arrive at personal judgments which may not be entirely supported by hard data. Nevertheless, these seem worthy of expression - particularly where they may shed additional light on the Project's achievements - or lack thereof. Hopefully, some of these personal findings will be of interest and help to others who may become involved in extended programs exploring new areas of library service.

FOOTNOTES

[1] Meyer & Rostvold, *op. cit.*, p. 88

[2] Ibid., p. iv.

[3] *Ibid.*, p. 123.

[4] *Ibid.*, p. 128.

[5] *Ibid.*, p. 128.

[6] *Ibid.*, p. 90.

[7] *Ibid.*, p. 121.

[8] *Ibid.*, p. 120.

[9] *Ibid.*, p. 74.

CHAPTER XX

FROM DEMONSTRATION TO APPLICATION - A PROPOSAL FOR CREATING A PERMANENT BUSINESS AND INDUSTRY PROGRAM AS AN INTEGRAL FUNCTION OF THE METROPOLITAN COOPERATIVE LIBRARY SYSTEM

The completion of the Demonstration Project marked its arrival at a crossroad. Depending upon subsequent action, the pilot project can either (1) result in a new level of public library service to the Economic Community, or (2) lapse into library history as just one more promising experiment doomed to perish still-born. A variety of reasons argue for the continuance of the Program on a new and expanded basis. It is the purpose of this chapter to present at least one approach to this objective, namely the conversion of the Demonstration Project's most successful elements into a permanent and integral function of the Metropolitan Cooperative Library System.

In broad outline, the proposal envisions the use of funds from the Federal Library Services and Construction Act to create and maintain a separate office within the Metropolitan Cooperative Library System to carry on the functions of the Program. System staff would be used both for program coordination and for direct assistance to participating member libraries. In addition, a strong public information and publications program would be created and administered from the System office. The System's Business and Industry Office would also continue the experimental program begun during the Demonstration phase, coordinate the System program with that of the California State Library's "Technical Information Network" and be responsible for meaningful evaluation of progress made toward the stated objectives.

A. RATIONALE FOR THE PROPOSAL.

The validity of the proposal to convert the former Demonstration Project into a full scale and integral function of the Metropolitan Cooperative Library System is based on a number of facts and conclusions:

1. The evidence gathered and evaluated in this study indicates that the original premise, namely that the public library should be the first point of contact for businessmen in search of information, is valid.

2. The economic community of the Los Angeles metropolitan area is one of the largest, most technically advanced and sophisticated in the nation, and its information needs are extensive and largely unserved.

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3. Results of the Demonstration Project show that public libraries can break the existing "awareness barrier" of businessmen providing that they use a variety of techniques and approaches that go beyond those traditionally employed.

4. Library service to business and industry requires skills, attitudes, and knowledge characteristic of specialists who can multiply their effectiveness through programs which provide opportunity for coordination, consultation, and direct service.

5. While the highly specialized staff required for an effective program of library service to the economic community is beyond the resources of most public libraries, a small team of experts working from a centralized location can render valuable assistance in the improvement of such programs through coordination, in-service training, and direct service.

6. The Metropolitan Cooperative Library System, with its present communications and delivery facilities, offers the structure needed for developing a continuing program of improved service to the businessmen in the Los Angeles Metropolitan area.

7. The creation of an office within the Metropolitan Cooperative Library System as a permanent base for extending the program of improved services to the economic community is in keeping with the recommendations of both the Meyer-Rostvold study and the George S. Bonn concept of a Technical Information Network.

8. Because the nature of the economic community to be served may vary radically from one library to the next, and may require resources of staff and materials beyond the capability of the local library, it is essential that specialized personnel and collections be available at the System level.

9. The considerable momentum gained during the demonstration period should be put to use; many doors have been opened which will close soon unless a continuing effort is made.

10. Having recognized the businessman as a legitimate customer of library services, public libraries might jeopardize future support by failing to indulge in a systematic effort

to provide materials and services commensurate with the information needs of business and industry.

B. PROGRAM OBJECTIVES.

A number of objectives appear to be basic to the concept of this program. These must be modified as new opportunities arise and as experience dictates.

1. Creation of an office within the Metropolitan Cooperative Library System which is properly staffed and equipped to provide the range of services necessary for the achievement of program objectives.
2. System-wide introduction of the elements proven during the Demonstration Program to be most effective in creating a greater awareness of the public library as the businessman's first point of contact for needed information.
3. A major public information program utilizing a wide range of media and techniques to create a greater awareness of the library and to increase its use by those engaged in business and industry.
4. Centralized production of a large variety of publications, displays, and other items required by the public information program.
5. In-service training of staff in member libraries to teach techniques for handling businessmen and their information requirements, including visitation, interviewing, materials selection in technical fields, specialized reference work, library programs for businessmen, etc.
6. Continued development of the material resources needed for an improved level of service to the economic community through collection evaluation and coordinated materials selection.
7. Assistance to individual libraries to help determine the nature of their particular economic community and its information needs.
8. Direct reference assistance, utilizing the total resources of the Metropolitan Cooperative Library System as well as SCAN, BARC, the California State Library, and special and academic libraries.

9. Continue the original program of demonstration by implementing the pertinent recommendations of the Meyer-Rostvold study which remain untried and to experiment with other innovations as opportunity provides.

10. Extension of the evaluation of library service to business and industry by structuring evaluation capability into every facet of the program, and by maintaining a program of both analysis and reporting to provide meaningful data to enhance further planning and implementation.

C. ORGANIZATION STRUCTURE.

It is proposed that a separate "office" be created within the Metropolitan Cooperative Library System for the development and management of this program to business and industry. While the Director of the office would be under the general supervision of the System Administrator, the office would require considerable autonomy. For instance, appropriate full-time staff would be supervised by the office Director, and a separate budget would be provided for the office and the program. Probably a special committee of MCLS members representing the libraries most directly concerned and affected by this program would serve as an advisory group. In recognition of the importance of this activity, the chairman of this group might become a regular member of the System's Administrative Committee.

The specialized nature of the program goals as well as the range of skills involved separates the activities of this office from other aspects of System operation. For that matter, so long as nominal contact can be maintained between the System Administrator and the Director of this office, it would not be absolutely necessary for the office to be housed as a physical part of the present MCLS Headquarters. This office could reasonably be housed in any member library which had adequate space and was well located in terms of the program requirements.

The office would be divided into two closely related functions: (1) library services, and (2) public information. The activities of the librarians in the office would be directed toward in-service training, program coordination, collection development, and other facets requiring professional training and experience. The public information personnel would work closely with the professional staff in using media to increase the awareness of businessmen to the public library and would prepare a wide range of supporting publications, exhibits, and aids, including those needed for in-service training.

D. PERSONNEL REQUIREMENTS OF THE SYSTEM B & I OFFICE.

The first step in the execution of the program would appear to be the assemblage of a highly competent staff. Attention should be paid in each case to recruiting those whose experience and attitude, as well as skills, seem compatible with the program objectives. While modification in staff requirements will occur as the program progresses, the initial positions might include at least the following:

1. A Business and Industry Office Director. A librarian of appropriate experience working under the System Administrator to direct the program of improved services to the Economic Community. In addition to the internal management of the program, the Office Director would coordinate the various facets of the program throughout MCLS, including studies of the business information needs of the economic community in each library area, assist in the coordination of collection development, conduct in-service training programs, supervise the visitation of business and industry, oversee the public information program, including all publications, coordinate reference and interlibrary loan work with special and academic libraries, and provide liaison with the California State Library and the Technical Information Network.

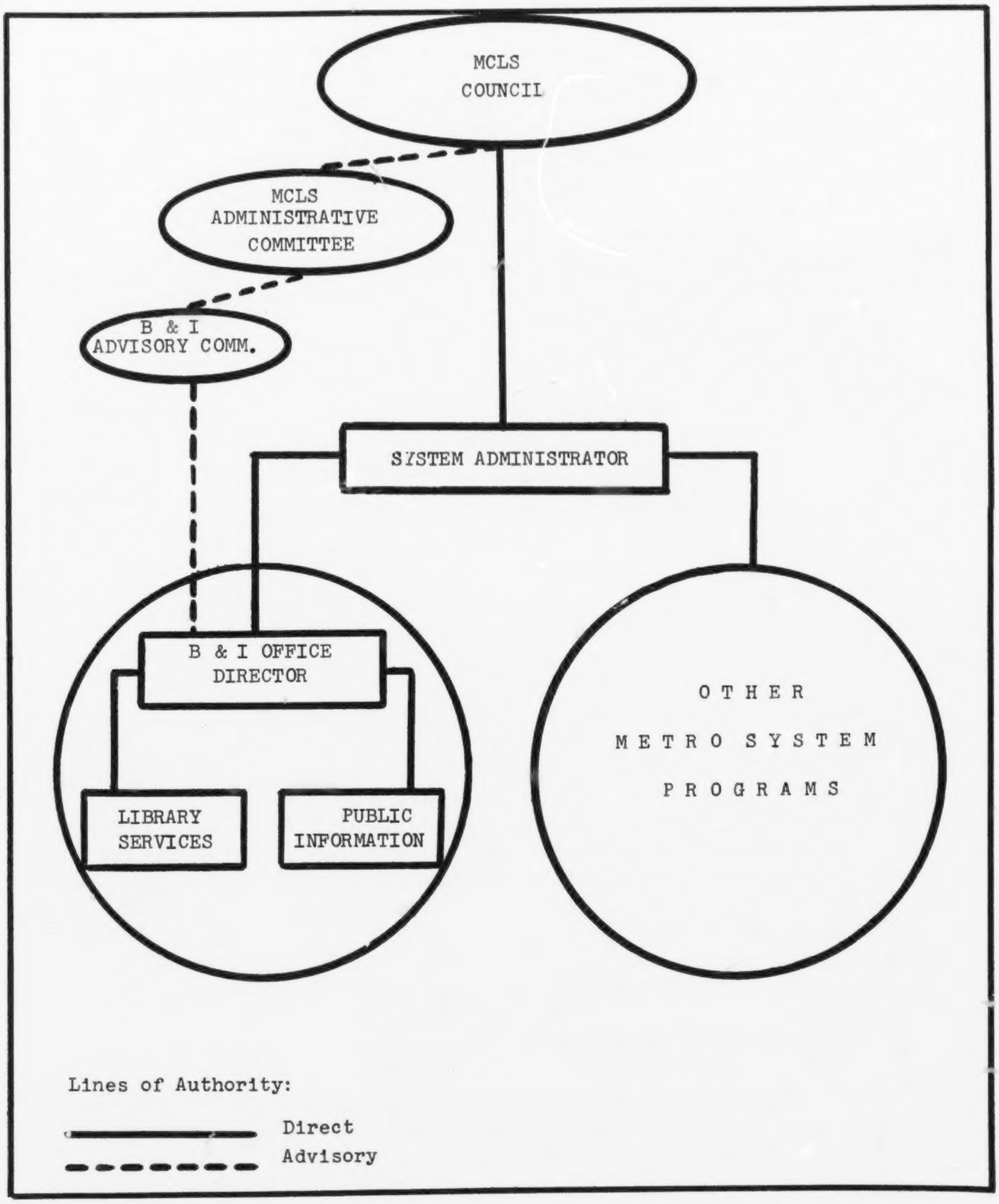
2. A Business and Industry Specialist. A person at the Senior Librarian level to assist the Business and Industry Director in the fulfillment of program objectives with particular responsibilities for visitation and serving as a skilled reference librarian, including service as a "roving reference librarian" available as needed to make use of collections in special and academic libraries on behalf of public library members of MCLS.

3. A Public Information Specialist. A key member of the program team, fully trained and experienced in the utilization of all media, to be responsible for a public information program geared to increase the awareness of businessmen of the public library as the first point of contact for needed information. Work would include the use of all media and the publication and distribution of a variety of special materials like those found useful during the Demonstration Program such as *Business Briefs*, the "mini-bibs," posters, general brochures, etc. The Public Information Specialist would supervise the duplications staff and direct the design, preparation, and production of all publications, brochures, bibliographies, posters, audio-visual materials, displays, etc., used in the program.

4. A Stenographer-Clerk. A highly skilled person capable of

FIGURE XX-1

SUGGESTED ORGANIZATIONAL STRUCTURE FOR MCLS BUSINESS AND INDUSTRY OFFICE


MCLS COUNCIL
MCLS ADMINISTRATIVE COMMITTEE
B & I ADVISORY COMM.
SYSTEM ADMINISTRATOR
B & I OFFICE DIRECTOR
LIBRARY SERVICES
PUBLIC INFORMATION
OTHER METRO SYSTEM PROGRAMS
Lines of Authority:
Direct
Advisory

serving in a number of capacities simultaneously, including secretary to the division personnel, keeping of necessary records, preparation of copy for duplication, and various other clerical duties involving business machines and duplication equipment.

5. A Graphics Artist. A competent artist experienced in a variety of skills used to design and create the kind of publications, posters, displays, etc., employed in this program. This person must understand the techniques involved in preparing copy for a wide range of duplication processes from photography and silk screen to offset and letter press.

6. A Duplications Technician. An experienced individual, capable of operating a variety of equipment to prepare copy and reproduce it in the form of publications, displays, posters, etc.

E. THE PROGRAM IN ACTION.

Although the program must remain flexible and subject to modification as implementation proceeds throughout the MCLS, certain activities seem to emerge as regular functions. These are described below without attempting to distinguish between them in terms of priority. Hopefully, progress will be made simultaneously along many fronts as the campaign proceeds. Through the built-in mechanism of continuous evaluation, it should be possible to shift emphasis as well as drop old activities and add new ones with limited stress.

1. CREATING PROFILES OF THE ECONOMIC COMMUNITY.

One of the essential activities will be to assist staff in the local libraries to understand the nature of the economic community to which they are responsible. By utilizing the skills and techniques described in the Meyer-Rostvold report and in the Demonstration Program, it should be possible to create simple but accurate profiles of local business and industry. Through the study of such profiles, augmented and up-dated by data gathered through visitation, the information requirements for business and industry in each community should be fairly evident.

2. STAFF IN-SERVICE TRAINING.

A necessary part of the Business and Industry Office activity will be the responsibility for in-service training programs at both the local library and System levels. These might well begin with a session for the administrators of participating libraries to acquaint them with details of the program, the facilities and assistance available through the Business and Industry Office, the plans for in-service training of staff, importance of collection evaluation and coordinated materials selection, and a review of the objectives of service to business and industry. A second System workshop might be held to introduce the program to the staff representative delegated by each library to head this service in their respective institutions.

Topics for other in-service training programs are almost too numerous to mention. For instance:

a. Nature of the local Economic Community and the information needs of its personnel.

b. Special problems in registration and circulation control, including the concept of the "company card."

c. Information resources of the System which are of special interest to businessmen, including the collections of journals, documents, services, directories, etc., already existing in System libraries.

d. Techniques for handling the businessman's request for information, including analysis, interpretation, search and use of both the System collections and extra-library resources such as government offices and agencies, professional societies, business associations, etc.

e. Collection evaluation in the areas of interest to business and industry, including books, periodicals, documents, films, recordings, etc.

f. Techniques of visitation and interviewing.

g. Evaluation criteria and procedures to determine effectiveness of service.

n. Programming special events in the library for the businessman such as forums, tours, exhibits, etc.

i. Conducting public information programs, including use of mass media and material prepared by the library.

j. Developing the special information resources existing in the area, including special libraries, academic libraries, institutional libraries, and other centers of information such as government offices, Chambers of Commerce, trade associations, etc.

k. Methods of using local businessmen to assist in collection and service development, program coordination and expansion, etc.

l. Review of traditional library rules and regulations to determine how these affect businessmen and how they can be modified.

3. COLLECTION EVALUATION AND COORDINATED SELECTION OF MATERIALS.

There should be continuing concern over the system-wide development of collections to serve business and industry. The System Business Office can be helpful in establishing some of the guidelines which will be helpful to individual libraries. Based on the proposition that each library should be able to meet the most frequent needs of the businessman in the same way it does other segments of the population, the staff of the Business and Industry Office can assist librarians in each library to evaluate their existing collections. They can advise on titles which should be considered, as well as indicate the nature of the holdings of other libraries in various subject fields. By analyzing demand, this staff should assist the System Council in determining which libraries should develop greater depth in particular subjects and types of materials. This activity should play an indispensible role in the total development of the resources available to meet the challenging information needs of business and industry within MCLS.

4. PROGRAM OF VISITATION TO BUSINESS AND INDUSTRY.

The staff of the System Business and Industry Office would be expected to continue the program of visitation to business and industry begun during the Demonstration Project. Wherever possible, members of the local library staff should also be trained in the techniques of visitation and interviewing so as to permit a much broader application of this primary method of providing direct contact between members of the Economic Community and the public library. Those chosen to represent the local library should undergo intensive in-service training and should accompany the System staff on rounds of visitation to gain a certain depth of experience before setting off on their own.

5. REFERENCE ASSISTANCE.

Besides the in-service training of staff to handle the information needs of businessmen, the Business and Industry Office librarians may render direct assistance by serving as roving reference librarians, using the collections of special and academic libraries as necessary. This function may be particularly apropos in those situations where a private firm or institution is willing to have it resources used but is unable to provide staff time for research. Experience accumulated as "roving librarians" should add a significant new dimension to both of the staffs' ability to meet the needs of businessmen. Such knowledge should also contribute to the further development of resources by uncovering collections which might remain unknown and unused under normal circumstances.

6. EVALUATION AND REPORTING.

It would be incumbent upon the System Business and Industry Office librarians to structure a meaningful method of evaluation into each of the various programs and experiments. Consistency in identifying and defining data, as well as in the collection of such information, is essential to worthwhile evaluation. Systematic evaluation and reporting of program results should contribute tangibly to the success of the program. Using this data, those charged with the responsibility of adminstering the program can make better decisions. The System Council can use the same information when judging the effectiveness of the program as related to financial needs, suggestions for changes, comparison with other System projects, etc. In addition, such procedures of evaluation and reporting will continue to supply other libraries and systems with a quantity of pertinent findings which should find practical application wherever programs of this type are active or under consideration.

7. EXPERIMENTATION AND INNOVATION.

A substantial number of the recommendations in the Meyer-Rostvold study were not attempted, for various reasons, during the Demonstration Project; further suggestions have been made in this report and by other writers such as Bonn, etc. Therefore, the System Business and Industry Office should be responsible for a continuing program of experimentation and innovations enlisting the assistance of individual libraries as necessary. A method of evaluation should be built into each of these experiments and the results made a part of the regular activity reports. Through such activities the entire program can be kept fresh and imaginative, continually adapting to the changing nature of the businessman's information needs.

8. THE PUBLIC INFORMATION PROGRAM.

The librarian members of the System Business and Industry office will assist the Public Information Assistant in the conduct of an extensive public information program by supplying necessary information, frequent briefings on various aspects of the program, and assistance in obtaining interviews or other sources of information, etc.

a. The Public Information Assistant will create a directory of media through which businessmen can be kept informed of the program, including newspapers, radio and TV stations, periodicals, company newsletters, house organs, etc. By establishing and maintaining contact with the proper representative of each of these, the Public Information Assistant will, in effect, create a complex network through which news stories, feature articles, etc., can be channeled to businessmen on either a broad or selective basis.

b. The Public Information Assistant will coordinate the design and production of a variety of publications in support of the System Business and Industry Office program, including *Business Briefs*, "mini-bibs," general descriptive brochures, posters, audio-visual aids, displays and exhibits, etc.

c. The Public Information Assistant will be responsible for the supervision of the duplications staff, advise on the procurement of equipment and supplies required for the public information program in general and the duplications activity in particular.

d. The Public Information Assistant will explore new avenues of approach to determine the most effective ways of breaking the "Awareness Barrier" and maximizing the use of public libraries in the System as the first point of contact for businessmen in need of information.

9. GROUP PRESENTATIONS.

In addition to visiting individuals in various businesses and industries, the System Business and Industry Office staff will make presentations to groups in the various library communities. These may include but not be limited to groups of employees within a particular firm, organizations of businessmen such as Chambers of Commerce, professional and trade societies, labor organizations, service clubs, and civic organizations. The office staff will also train library staff of participating libraries in the special techniques involved in such group presentations, including the use of visual aids. With the help of the Public Information Assistant, appropriate collections of transparencies, flip charts, and similar aids will be prepared for use.

10. COLLECTION DEVELOPMENT.

As mentioned earlier, the development of resources will be a part of the total program. Each library will be encouraged and assisted in evaluating its respective collections in terms of the actual information needs of the particular business community. The goal will be to provide resources at the local level equal to meeting the more frequent and usual requests, even though in some instances this may require the purchase and use of a small number of highly specialized tools. Collections of greater depth and scope will be developed in strategically located libraries in conformity with the more advanced needs of their particular economic communities. Use of the MCLS teletype and delivery systems will continue to provide quick access to such materials for every System library. Particular attention will be paid to those resource needs which have limited availability now, such as 16mm films. If the California State Library continues to maintain its collection of Mil Specs and standards in Sacramento, the MCLS libraries located in areas where industry makes heavy use of these may need to acquire, on a coordinated basis, those standards and specifications needed most frequently. By compiling union lists of such special resources as standards and specifications, directories, services, indexes, dictionaries, and handbooks on a System-wide basis, these resources can be made available to all System libraries.

11. COMMUNICATIONS AND DELIVERY.

It is presumed that initially the present MCLS communications and delivery system will be adequate for the program except that it will be essential to add a telefacsimile machine as part of the System Business and Industry Office equipment. While the Demonstration Program indicated that the telefacsimile machine was much less useful than had been expected, it remains an essential mechanism for the relatively quick transmission of hard copy between distant points. Hopefully, anticipated improvements in the equipment will speed up the process, deliver better copy, and require less staff time - all at lower per page cost.

In addition to the present delivery service between libraries, the System Business and Industry Office may wish to subsidize messenger service where speed in meeting the businessman's information needs is most critical. Whether this service is provided by System employees, by staff of individual libraries, or through a commercial company would have to be determined by experimentation.

12. ROVING COLLECTIONS.

The success of the roving collections in the Demonstration Project indicates the desirability of continuing this aspect of the program - perhaps on some sort of shared basis. The staff of the System Business and Industry Office can provide assistance in selection of titles, and help in locating the revolving collections. The cost of purchasing the books might be divided between the individual library and MCLS, with MCLS purchasing the display shelving and the library taking care of whatever processing might be decided upon. By virtue of System coordination, the roving collections could have an extended life rotating among similar types of business or industry in several communities. In such cases, identification with a particular library could be established through use of bookmarks, brochures, or other items giving the name, address, etc., of the local library. These roving collections provide both a special service to business and a particular point of contact which should be fully exploited.

F. FINANCING THE SYSTEM BUSINESS AND INDUSTRY OFFICE.

The establishment and operation of the System Business and Industry Office will require substantial funding. While there may be a temptation to reduce the program so as to achieve a lower cost, any such move would seriously jeopardize the results which are presently anticipated. This is not the kind of program which can be easily contracted beyond certain limits and still be successful. The level of activity projected in this chapter appears to be close to what might best be considered as an irreducible minimum so far as the achievement of the stated goals is concerned. While other programs could be formulated at lower costs, to attain lesser goals, there is doubt as to whether such proposals would, in fact, be worth the effort involved.

In the following subsections, each of the major portions of the budget is described briefly. The sample budget covering the first three years of the program is presented as Table XX-1, after which there is a brief discussion of the total budget and how it might be financed.

1. PERSONNEL.

The personnel budget covers a staff consisting of six full-time positions, two of which are librarians and four concerned with public information and the duplications processes. Based on previous experience, it appears that a "team" composed of these positions would be well balanced and productive. It has been assumed that the senior stenographer-clerk will serve both as secretary to the staff and assist in the preparation of copy and other phases of duplications. The specifications for these positions must be carefully written and fully qualified people selected whose past experience is indicative of their ability to work harmoniously and creatively under pressure with a minimum of supervision. The salaries shown in the budget have been selected from comparable levels of positions in the Pasadena Public Library salary schedule for 1971-72. The first year's salary is predicated on entrance at the first step and achievement of the second step for the second half of the year. A five per cent increase has been written into the second year salaries, plus the customary increase to the next step in the salary scale. The third year assumes achievement of the fourth step of the salary scale for all personnel, but no additional increases.

2. OPERATIONS.

The operations portion of the budget contains those items which are necessary for the various activities. A sum of $2,000 has been included as "rent" should it be necessary for the System to provide at least token compensation to the host library for housing and utilities. Based on a thousand square foot area, this amounts to only $2.00 per foot per year.

Since the two librarians, and to a somewhat lesser estent, the Public Information Specialist, will be traveling a great deal, a substantial amount has been inserted for car allowance and travel as well as for meetings, workshops, and conferences. The supply budget must be large to provide necessary materials for the duplications program - particularly for paper. By submitting the year's projected paper needs to several wholesale suppliers for quotation, a substantial savings can be attained, however. The other sums are fairly nominal. The postage item covers postage, express, etc., for the office only; individual libraries would be expected to finance the various mailings of *Business Briefs*, brochures, etc., from their own budgets.

Experience may require the addition of other items in the operations budget and the modification of those presented here. However, these appear to cover the most essential requirements.

3. EQUIPMENT AND FURNITURE.

Equipment and furniture must be provided for both the general office operations and for the duplications program. These are grouped separately in the Sample Budget.

Since the thrust of the proposed System Business & Industry Office program involves a concentrated public information effort, it is necessary to build a capacity for duplications equal to the projected need. A sizable investment in equipment seems justified in view of the need for flexibility in scheduling publications and in the spiraling costs of commercial printing. Many of the contemplated publications must be produced in small quantities and should bear the name of the individual library. Such "tailor made" short-run items become almost prohibitively expensive if done by commercial printers, and long delays result because of the need to wait for more extensive jobs.

The importance of producing "professional" appearing copy seems manifest in the reception businessmen accorded materials distributed during the Demonstration Program. These publications must compete with the myriad of other printed items which cross the businessman's desk. Good equipment with maximum production latitude is requisite to the preparation of items which will project the desired"new library image" and successfully compete for the businessman's limited time. Mimeographs, spirit duplicators, and similar equipment, common to libraries, are unacceptable since they are incapable of producing the sophisticated publications which have proven vital to the program.

The Sample Budget includes money for the purchase of the equipment essential to establishing and operating a small duplications shop which has the capability to produce the desired range of materials. Before purchasing this equipment, an individual experienced in duplications work and familiar with the various machines on the market should be asked to evaluate each of the items and establish the particular models best suited for the job. Judicious use of leased equipment and purchase of properly reconditioned used machines would reduce the initial costs. However, such economies might be more than offset by increased outlays for repairs and lost production time through breakdowns.

The equipment projected includes:

a. An offset duplications machine capable of handling sheets of paper 11" x 17" with large capacity chain feed. The size is predicated both on the publication of *Business Briefs* in its present convenient format and maximizing the cost differential found in larger paper sizes.

b. A type compositor such as the IBM Compositor which permits the use of a variety of type styles, produces professional copy, while increasing the number of characters per line for further economy.

c. A photo plate maker essential to the offset production process. If this equipment is not purchased or leased, the offset plates will have to be made by a commercial firm, reducing the efficiency and flexibility of the duplications program and increasing operational costs.

d. A folding machine capable of handling the 11" x 17" sheets used in *Business Briefs*, as well as making folds in smaller products such as the "mini bibs," general brochures, etc. The quantities involved make hand folding impossibly expensive.

e. An electric motor driven paper cutter which can handle sheets measuring at least 17" x 22", thus permitting further savings in paper; must be able to cut quantities of a ream or more with precision.

f. A sign-making machine for poster work such as the "Showcard" machine, complete with a wide variety of type fonts, type racks, etc. Not only will this equipment be useful in creating the posters needed in the program, but will also be helpful for producing signs, "headlines" for production pieces, etc.

g. The machine tables needed for each piece of equipment, and work tables, including drawing boards, drafting arm, "light table" for the artist, etc.

h. Storage cabinets and shelving for supplies, etc.

Once the duplications equipment has become operational and the initial System Business and Industry Office demand for publications has been met, some consideration might be given to using this facility for all MCLS publications on an established priority basis. If necessary, an additional equipment operator, and perhaps other part-time staff, could be added to use the equipment beyond the period of a single work shift, thereby permitting the System of receive the maximum from its investment. This would unquestionably permit an expanded System publications program, including catalogs, brochures, booklists, manuals, reports, and monographs, as well as posters, signs for workshops, etc. Multiple use of the duplications facility would, of course, require careful scheduling to assure that all priorities are properly met.

4. RESOURCES.

Unlike most programs which place heavy emphasis upon resources, this proposal assumes that once a particular level has been established, both the individual libraries and the System will accept the responsibility for maintaining and expanding the material resources. The Sample Budget, then, is primarily concerned with the attainment of a given level of resources within a two-year period, followed by nominal maintenance of certain aspects of the collections such as services and directories.

a. The Sample Budget provides for: (1) improving the core collections of business and industry materials in each library, bringing it to a certain level in regard to the needs of its public; (2) substantial expansion of pertinent materials in a selected group of three to five libraries which must bear the weight of System requests. Careful coordination and selection are necessary here.

b. The periodical resources of the System will be expanded through a coordinated plan so that at least one copy of every periodical indexed in *Business Periodicals* and most of the titles in the *Applied Science and Technology Index* will be available in at least one of the System libraries. Holdings of titles in the *Engineering Index* and in the *Biological and Agricultural Index* would also be increased.

c. Money would be provided to maintain and expand the collection of directories and services established during the Demonstration Project.

d. An addition of pertinent films to the System film collection would be made in such subjects as industrial safety, plant and store security, sales and marketing, personnel work, etc.

e. About fifty "roving collections" would be funded with half the cost borne by the libraries which will place the collections in local business or industry. Once established, it is proposed that each library continue the addition of new titles to keep the collections fresh. Assuming the success of the "roving collections" in the initial year, small amounts would be appropriated for establishing more such collections on a fifty-fifty basis in the following years of the program.

Fitting within the parameters of the foregoing description, a Sample Budget has been prepared as Table XX-1. Note that the total expenditures are somewhat less the second year and a further drop is shown for the third year. Depending on prices and program choices, it is assumed that the third year's budget would be indicative of the annual cost for succeeding years.

5. THE TOTAL BUDGET.

The budget for the first year of the program is about 1.7% of the total amount of money budgeted by the library members of MCLS during 1970-71 according to *News Notes of California Libraries*. The third year total drops to slightly more than one per cent, or about 8.3 cents per capita.

6. FUNDING SOURCES.

Due to the current retrenchment of library budgets in view of the public reaction against higher taxes for local services, it seems that the most likely source of financial support needed to launch the System Business and Industry Office would be a grant from the Federal Library Services and Construction Act. However, since this program should be sustained as a regular and continuing part of System activity, a plan should be agreed upon which would gradually transfer at least a part of the costs to the local level. This absorption might be accomplished through a formula providing for contributions from three sources: (1) individual libraries, (2) MCLS, and (3) business and industry. A three-way split would make it necessary for each library to contribute something like one-third of one per cent of its current budget which would range in amounts from about $300.00 to more than $4,000.00. Those who feel that the lack of large commercial

TABLE XX-1

SAMPLE BUDGET FOR ESTABLISHING AND OPERATING THE PROPOSED SYSTEM B & I OFFICE

ITEM	FIRST YEAR	SECOND YEAR	THIRD YEAR
PERSONNEL:			
Coordinating Librarian	$13,128	$14,880	$15,588
Program Librarian	10,482	11,880	12,444
Public Information Specialist	11,874	13,464	14,100
Senior Steno Clerk	7,584	8,592	9,000
Graphics Artist	7,434	8,436	8,832
Duplications Technician	6,810	7,728	8,088
Fringe Benefits (est. 17%)	9,743	11,047	11,569
Personnel Subtotals	$67,055	$76,027	$79,621
OPERATIONS:			
Rent	2,000	2,000	2,000
Postage	300	300	300
Telephone	600	600	600
Equipment Maintenance	500	500	500
Meetings, workshops, conferences	900	900	900
Travel and Car Allowances	3,000	3,000	3,000
Supplies	4,750	4,750	4,750
Operations Subtotals	12,650	12,650	12,650
EQUIPMENT AND FURNITURE:			
Office: (Desks, filing cabinets, chairs, typewriters, adding machine, etc.)	3,290	---	---
Duplications: (Compositor, Offset Duplicator, photo plate maker, folding machine, sign making machine, paper cutter, work tables, machine tables, storage cabinets, etc.)	22,125	---	---
Furniture & Equipment Subtotals	25,415	0	0
RESOURCES:			
Services and Directories	7,000	6,300	5,670
Periodicals	3,500	3,150	2,835
Books	30,000	15,000	5,000
Books for Roving Collections (Matched on 50-50 basis by local funds)	5,000	2,500	2,500
Films	10,000	5,000	2,500
Resources Subtotals	55,500	31,950	18,505
TOTALS	$160,620	$121,027	$110,776

areas or numerous industries within their service areas would mean that they have little to gain from such participation should be reminded of the mobile characteristics of the population. Although a given community may indeed have few industries or large businesses, it still serves as a residential center housing numbers of people engaged in business and industry elsewhere. These individuals have a right to expect service of this kind from the local library if it is given System-wide.

Evidence gathered during the Demonstration Program suggests that some financial support can be sought from the Economic Community providing this is considered consistent with the desired concept of the free public library. Subscriptions to *Business Briefs* is one possibility, along with transaction charges for extensive literature searching, difficult reference questions, direct door-to-door delivery, etc. - in other words, those services which are clearly over and above those normally provided to all customers by the library. Some grants might also be sought from large firms which have funds for honoring such requests. However, it would seem that any attempt to obtain funding from such private sources should await the completion of at least two full years of work by the System Business and Industry Office, and, hopefully, the attainment of a more prosperous economy.

The diversion of System funds to the System Business and Industry Office would, of course, be accomplished through action of the System Council and would depend upon larger allocations of funds under the State Public Library Services Act "per capita" provision. If the continuing budget amounted to something in the neighborhood of $100,000.00, the System's contribution, based on a three-way split of costs, would be equivalent to about three cents per capita. To avoid curtailment of the present System programs, a substantial increase in per capita grants from the State would have to be achieved.

Admittedly, financing beyond the initial period will require careful planning, and perhaps some sacrifices by member libraries. On the other hand, this program should make achievements possible which would otherwise remain beyond the reach of individual libraries. Libraries stand to gain recognition and appreciation from the very segment of the community which is in the most strategic position to provide meaningful support of the local library. For these reasons, financial planning should be an integral part of the planning, management, and evaluation of the System Business and Industry Office.

G. PROJECT CALENDAR.

The scope and complexity of establishing and operating the System Business and Industry Office merits the careful budgeting of time. Without becoming rigid, it would seem that a schedule should be devised to allocate blocks of time needed for various phases of the program. Many projects appear to have suffered from lack of preparation and objectives have not been reached because time was omitted as a factor in planning and execution. Those responsible for the organization of the System Business and Industry Office and its subsequent activities should consider time as important an ingredient as money, staff, and resources. In the following paragraphs a general scheme has been outlined which could form the basis for a much more detailed schedule. Obviously, any such "time-line" must be frequently reviewed and revised since execution is conditioned by a wide variety of circumstances and factors.

Generally speaking, the first three years can be divided into three major periods:

1. The first year should be one of organization and preparation.
2. The second year would be devoted to initiating and developing the various programs.
3. The third year would be the first year in which all of the facets of the program would be fully operative throughout the System

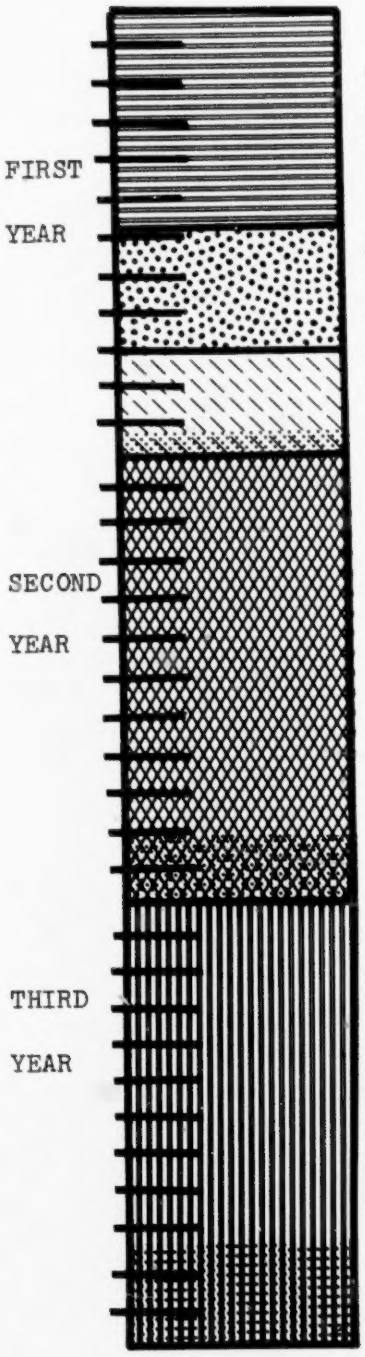
Using this basic outline for guidance, a schedule such as that shown in Figure XX-1 can be drawn for each of the three years. The following paragraphs suggest the logical progression of implementation; most activities, once begun, will continue concurrently as others are added.

1. THE FIRST YEAR.

The first year, which would begin after funds became available for expenditure, must be devoted to creating a sound foundation on which the long term program can be built. While some of the specific activities can be inaugurated during this period, emphasis should be placed on the planning and structuring of the project. This twelve-month period should be subdivided into several segments, each with its own areas of concentrated effort. The following schedule for this first year suggests itself.

FIGURE XX-2

SCHEDULE FOR IMPLEMENTING THE SYSTEM BUSINESS AND INDUSTRY OFFICE PROGRAM DURING THE FIRST THREE YEARS



Create System Business and Industry Office including staffing, equipping, training, and organization for initial operations.

Begin work in system libraries: profile of economic communities; collection evaluation; coordinate selection; establish criteria for program evaluation and reporting.

In-service training, building of resources, initiation of visitation and "roving libraries," accelerated public information and publications program.

Full implementation of all program activities, including intensified public information program, extended list of publications, and experimentation with previously untried ideas.

First full year of operations with opportunity for making adjustments to program; analyzing the resource levels of each library; mobilizing support of businessmen for further strengthening of collections and services; evaluating progress made in three years; determination of objectives and planning for the continuation of the program in succeeding years.

▨ Periods of evaluation and reporting.

a. The First Six Months.

The first six months should be devoted to the creation, staffing, organization and initial operations of the System Business and Industry Office. This would include:

i. Determination of System office location.

ii. Recruitment of staff.

iii. Basic training of staff, including visits to member libraries, indoctrination into other System operations and goals.

iv. Analysis of equipment needs and purchase of furniture and equipment.

v. Determination of criteria and techniques for evaluating and reporting program activities.

vi. Writing and publication of *Business Briefs*.

vii. Design and production of basic literature.

viii. Assembling information on media to be used in public information campaign.

b. The Third Quarter.

During the third quarter, emphasis would shift to work with member libraries, including:

i. Structuring a profile of each economic community.

ii. Assistance in evaluation of collections.

iii. Planning for development of collections through coordinated selection.

iv. Determination of the structure of the B and I Information Network, including the selection of those libraries which will maintain subject specialties.

v. Production of the first in an expanded series of "mini bibs" based on the resources of each library as well as some which reflect the total collections of the System.

vi. Preparation of initial publicity to appear in a variety of media, coinciding with the launching of various phases of activity.

vii. Selection of films in business and industry subjects for System film collection.

b. The Fourth Quarter.

The fourth quarter of the year should continue the effort at the local library level while shifting attention from resources to staff and program activities, including:

i. In-service training programs for both administrators and staff.

ii. Initiation of the visitation program to selected key businesses and industries.

iii. Formation of "roving collections" and selection of the first group to receive these in each community.

iv. Intensification of the public information program.

v. Evaluation of progress made toward objectives.

vi. Reporting, with evaluations and recommendations, to MCLS Council.

2. THE SECOND YEAR.

The thrust of the second year should be toward the full implementation of all program facets. The exact order in which this will occur must be determined by experience tempered by existing conditions and opportunities. However, during the year, at least the following should occur:

a. A full scale public information program should be in operation using all media including company newsletters, house organs, radio, television, newspapers, etc.

b. The range of publications issued by the System B and I Office should be expanded and the list of recipients extended.

c. The visitation program should move forward in each community with System B and I Office staff providing training and support to local library staff members who assume the responsibility for the continuing effort.

d. In-service training programs should continue as needed to refine techniques and provide means of coordinating the development of various program activities.

e. Collection evaluation and development must be continued and the techniques for coordinated selection perfected.

f. Toward the end of the second year, the progress made toward program goals should be evaluated and recommendations based on the first two years prepared for MCLS Council review and action.

3. THE THIRD YEAR.

The full momentum of the project should be evident during the third year of operation which would be marked by further experimentation and evaluation.

a. Opportunity should be provided for testing new ideas and for modification of on-going activities based upon experience of the previous period.

b. The comprehensive public information program should be yielding positive results in the form of increased use of library resources by businessmen.

c. Methods for evaluating usage and procedures for keeping resources in line with the needs of Business and Industry must be practiced.

d. System staff should be used by administrators to assist in evaluation, trouble shooting, resource development, staff training, etc.

e. The publications program should be evaluated, up-dated and expanded to meet current demand and opportunity.

f. During the final quarter of the year, the entire program should be carefully analyzed and evaluated for the purpose of preparing objectives and plans for succeeding years.

g. Before the end of the third year the System Council should review the recommendations for a continued program and adopt a plan conforming to the needs of the economic community supporting MCLS.

h. Methods for mobilizing businessmen to support the budgets required for funding a continued program of improved service must be devised, tested and implemented.

This outline of the major steps to be taken during the first three years should be used only as the basis for a much more extensive schedule which can be used as a guide to the achievement of particular objectives. Without such a schedule, the program would probably fail to fully utilize the projected staff and resources in the achievement of program goals.

H. STATEWIDE SIGNIFICANCE OF THE SYSTEM BUSINESS AND INDUSTRY OFFICE AND PROGRAM.

The establishment and operation of the proposed MCLS System B and I Office, and the achievement of the program objectives has clear-cut significance for libraries throughout the state. It provides an actual demonstration of the first phase in the creation of the "Technical Information Network" recommended by George S. Bonn and carries forward the recommendations of the Meyer-Rostvold study. For the first time, businessmen throughout an area served by a cooperative library system will be provided the opportunity to use a vastly improved level of resources and services. The comprehensive public information program aimed at eliminating the present "awareness barrier" and encouraging businessmen to use the public library as the first point of contact in their search for information will also be the first of its kind. The experiments conducted as part of the program, as well as the patterns established in achieving the project goals, will serve as guidelines to other systems, minimizing costly guesswork, inefficiency, and disillusionment which might occur if the desired Technical Information Network was left to piecemeal experimentation and construction. The lessons learned in collection development, coordinated selection, in-service training, and other activities requiring interlibrary cooperation should have application in every cooperative library system. The priority placed on building evaluation and reporting into the essential structure of the program should prove the value of such techniques. A study of these techniques will, in turn, provide guidelines for making such procedures a standard part of other programs. Finally, the improved relations between the public library and the Economic Community is expected to result in greater support for public libraries and for cooperative library systems in California.

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APPENDIX I

PROJECT DESCRIPTION

OBJECTIVES

The major objective of this project is to initiate total library service to the economic community embraced by the Metropolitan Cooperative Library System through the implementation of the recommendation contained in the study: "THE LIBRARY AND THE ECONOMIC COMMUNITY," prepared by Mr. Robert S. Meyer and Dr. Gerhard Rostvold under Title I funds during 1968-1969.

The project is to demonstrate how the public library can operate as the primary point of contact between the economic community and the information resources held by all types of libraries and related agencies in the Metropolitan Cooperative Library System. The particular needs of the economic community are defined by market analysis in the base study and attention has been called to the singular information needs and behavioral patterns of individuals in the economic community. The lack of such service at present and the general inadequacy of informational resources used by the economic community is documented in the Meyer-Rostvold study as well as in the earlier report, Technical Information for California Business and Industry: A Report to the California State Library, by George S. Bonn, 1966.

Fundamental to this project is the requirement for close cooperation and active support of all information sources in the service area. The Los Angeles area is rich in academic and special library resources but members of the economic community frequently are unaware of such sources of information or may have difficulty in gaining access. Therefore, a primary objective will be to gain necessary access through various means such as voluntary cooperation between types of libraries, exchanges of services or areas of responsibility and, where necessary, through agreements or contracts. The new Southern California Answering Network emanating from the Los Angeles Public Library should prove to be an additional factor in the potential success of the project because, as noted in the Meyer-Rostvold study, members of the economic community seem quite conscious of that library's resources and make use of them when possible.

A special objective will be to develop and enrich the existing services and collections, particularly in the Pasadena and Pomona Public Libraries, to serve as strong subject specialty libraries for the Metropolitan Cooperative Library System. These libraries have previously recognized the need for improved service to the economic community and have devoted substantial sums of funds to the purchase of basic materials.

Still another objective is based upon the fact that the Meyer-Rostvold study confirmed the theory expressed in the Bonn study, among others, that a major obstacle to public library use by businessmen is their lack of awareness of the public library's desire or ability to be of service to them. The Meyer-Rostvold study also revealed a clear relationship between a person's degree of awareness of such services and the amount of use he makes of them. Therefore, an intensified public information program designed to increase the community's awareness of the services will be conducted to test various media and methods to determine the most effective way, or ways, of encouraging the economic community to use specialized collections and services.

An attempt will also be made to identify specific subjects which merit further research and analysis. It is further anticipated that the project will initiate numerous innovations, some of which are described below. Periodic evaluation of the project is planned to provide a basis for continuing reinforcement and improvement of the initial service. It should be recognized that this user-oriented demonstration project provides a significant departure from the more conventional single library programs.

Because of its scope and potential, there is every reason to believe that the initial project will be but a first step in the evolution of a unique and much needed service which can be adopted by other library systems in the State. In a number of instances, leaders in the economic community indicated to the Meyer-Rostvold study team that there was a possibility of private sector providing financial support for a continuing program.

The direct result of this project should be the broadening of the visible role of the public library and the direct identification of the public library as an integral part of the support service required by the economic community. The specialized collections of the two libraries will be measurably improved and more experienced staff will be available for continuing service to the economic community. Numerous innovations will have been tested and, in all probability, new patterns of services will have evolved, including a greater cooperation between various types of libraries. In this manner, the public library will become recognized as a viable and motivating force in the growth and expansion of the area's economic base.

DESCRIPTION OF THE PROJECT

To carry out these objectives, the proposed project will utilize the Metropolitan Cooperative Library System's headquarters as a focal point of operations. The System's teletype network and delivery system will be fully utilized. Because of the nature of the communities it has been decided that the Pasadena Public Library will concentrate on the development of materials and services needed primarily by the financial, retail trade, and service sectors of the economic communities. The Pomona Public Library will focus its attention on the development of collections and services devoted to the industrial and manufacturing sector. This division of labor corresponds with the respective economic communities described in the Meyer-Rostvold study. (Because of this specialization the Pasadena and Pomona Public Libraries will continue to serve as strong subject resource libraries for the Metropolitan Cooperative Library System following the demonstration phase.)

In building the collections in the two libraries, primary attention will be given the addition of specialized services, serials and periodicals related to the economic community. Appropriate monographic material will also be added to keep the collections current in respect to the areas of concentration. Every effort will be made to avoid unnecessary duplication between the two libraries, and wherever possible, existing collections in other libraries or related agencies will be utilized as, for instance, in the case of military specifications, patents and standards. This will eliminate the cost not only of materials, but also of the shelving and staff required for upkeep. Where relevant, material in microfilm will be preferred to bulky collections. To utilize the microfilm materials, appropriate reader-printer equipment will be purchased by the Pasadena and Pomona Public Libraries.

The operation of the special service anticipates that at the outset the bulk of the reference questions, subject requests, and materials requests will come from the economic communities of Pasadena and Pomona where initial publicity and programming will be concentrated. However, all members of the Metropolitan Cooperative Library System will benefit since they may refer appropriate requests to these two libraries also. Regardless of point of origin, those requests which cannot be answered within the enlarged resources of the System will be forwarded in a structured manner to the subject network composed of the Southern California Answering Network at the Los Angeles Public Library and the other cooperating academic and special libraries in the metropolitan area. Emphasis will be placed upon quick and thorough response regardless of source.

A unique aspect of the project will be to test various methods of quick response between the library and individual businesses. This will utilize the existing teletype services and delivery system and will be further enhanced by a trial program using leased facsimile transmission equipment. Two such instruments will be installed - one in the Pomona Public Library and one in the Pasadena Public Library - so that hard copy can be quickly and accurately transmitted, thereby strengthening the development of collections which do not duplicate one another. At least one other facsimile machine will be located on the premises of a firm where there is indication of intensive use of library materials. Depending upon the success of this initial venture, this piece of equipment may be moved from one firm to another so as to provide a limited profile of need and acceptability. This should help answer the frequently raised question as to how rapid service must be if it is to meet the needs of the businessman.

Local messenger delivery service will also be instituted in the two communities to provide for pickup and delivery of library materials used by the economic community. This is in response to the expression of interest in such service revealed by the Meyer-Rostvold study.

The Pasadena Public Library and the Pomona Public Library will each be provided with a specialist in the field of service to the economic community to do field work in the business community as well as assist present library staff members in the selection of appropriate materials and in the answering of requests. The efforts of these two librarians will be coordinated by a Project Director headquartered at Metropolitan Cooperative Library System headquarters in Pasadena. The Project Director will also make periodic analysis of the program and submit to the Metropolitan Cooperative Library System Council appropriate recommendations.

Because of the added load of reference work anticipated, a reference librarian will be supplied both the Pasadena and Pomona Public Libraries. While other appropriate members of these library staffs will assist, the primary burden will rest upon these two particular reference librarians.

The implementation of the proposed project will obviously create new patterns of service which should have value and be adaptable throughout the State as part of the development of public library service. The success of the project will in part rely upon interlibrary cooperation. The Meyer-Rostvold report indicates an awareness and desire for this cooperation in all types of libraries. While the mechanics need to be worked out in each instance, there have been preliminary pledges of support and willingness to find solutions to the problems relating to access. In essence, the project will create a type of service network which should have implications for the entire State and Nation.

PUBLIC INTEREST AND FUTURE SUPPORT

The Meyer-Rostvold study team has noted the great interest expressed on behalf of the economic community. There was close cooperation in both cities between the survey team and the respective Chambers of Commerce. Newspaper publicity and stories in the Chamber publications further demonstrated interest. Realizing that the initiation of a program so broad in scope was but the first step, the survey team asked a series of questions relative to methods by which an on-going program might be funded or at least partially funded by the economic community. Even though the interviewees could have little more than a very general idea of the pilot project and its meaning for them, many expressed willingness to give support in one way or another. For instance, it was found that about 2/3 of the firms would be willing to donate their surplus magazines and to receive reference calls; 1/2 would be willing to pay transaction charges, about 1/3 would be willing to subscribe to library bulleting and to pay annual membership fees, and slightly more than 1/10 would be willing to make outright grants or gifts to support the service. Based upon this evidence the Meyer-Rostvold report recommends a continuing financial program which will include:

a. The donation of surplus publications from firms to help maintain periodical collections;

b. Subscription to a specially prepared information news bulletin;

c. Possible transaction charges for individual services such as photocopies, delivery fees, postage, etc.;

d. Annual membership fees;

e. Grants and gifts;

f. Cooperative service and reference assistance from highly specialized firms.

CONCLUSION

At the end of the proposed demonstration program there should be considerable evidence as to the effect access to total library resources and services may have on the economic community. After the program has proven successful, effort will then be made to intensify the services provided the economic community through the Metropolitan Cooperative Library System. Given sufficient proof of its value there is reason to believe, supported by information in the Meyer-Rostvold study, that adequate financial support can be secured from the private sector to continue this improved level of service. Further, improved and specialized collections and services will have evolved in two of the Metropolitan Cooperative Library System libraries. The channels for total library service in a specialized area will have been opened and tested, adding immeasurable strength to the System's service capabilities. In effect, a new subject network will have been formed which can be utilized by all members of the Metropolitan Cooperative Library System in giving service to their respective economic communities.

APPENDIX II

A PROPOSAL TO ESTABLISH A MILITARY SPECIFICATION AND STANDARD COLLECTION IN A LOCAL PUBLIC LIBRARY*

By

Joan L. Winegar

WHY THE STUDY WAS UNDERTAKEN

Serviced by the Metropolitan Cooperative Library System libraries are many aerospace firms and government contractors. Although all of these firms are dependent upon military specifications and standards (hereafter referred to as mil specs) to produce equipment required in their contracts, and these specifications and standards are either two months late coming from the Naval Depot, or must be purchased at $5 to $30, the only complete collection of mil specs is at the California State Library in Sacramento.

The Pomona Public Library has for the past six months provided free mil specs, or loan copies, to local companies. Often the service (from receipt of the local businessman's call to receipt of the mil spec from the State Library) often took as long as three weeks. Rush service was available and items were sometimes received within four days. The mil specs were hand delivered by the Business and Industry consultants.

Although the State Library Government Publications Services Department is quite willing to continue to service Pomona with the materials, and is eager to receive requests for these materials from other MCLS libraries, it is my opinion that the MCLS ought to adopt the establishment of a military specification and standard collection as a special service to the large aerospace industry in Los Angeles. These documents are extremely important to the aerospace firms and an MCLS collection would be of real service to these companies. I have no doubt that we would eventually find heavy dependence upon our collection of mil specs, growing to heavy business use of the entire library collection and support of the library by the local businessman.

This study was undertaken to determine the costs and necessities of beginning a complete collection of mil specs in a local public library.

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*A special report submitted on February 25, 1971, to Raymond M. Holt, for consideration by those in charge of the Demonstration Project.

MIL SPEC COLLECTION SYSTEMS IN SPECIAL LIBRARIES

GENERAL DYNAMICS, POMONA

Although the library at General Dynamics purchases and controls the mil spec collection, the materials are in a technical department. General Dynamics subscribes to one of the microfilm cartridge services, and has two reader printers. The subscription service from Information Handling Services costs $3350 for a one-year 16mm file of all mil specs. One must add to this the cost of the reader printer equipment, so that the total comes to:

16mm Mil Specs	$ 3350.00
3M Filmac 400 C Reader/Printer (Commercial Annual Price)	930.00
	$ 4280.00

The expense is great and, although the savings in space by having a microfilm collection are great, there are several disadvantages. The service is not up-to-date as might be required by our patrons. Up-date cartridges arrive every few weeks (the Navy issues up-dates daily), but not all new specs are immediately included. The major problem with the microfilm service is that every participating library would have to have a microfilm cartridgs reader printer, and certainly ought to have a portable microfilm cartridge reader that could be checked out by the patron so that he could take the mil spec to his place of business. As there are many mil specs on one cartridge, when one mil spec is checked out so are the other twenty, limiting their circulation.

General Dynamics, besides using the microfilm service, also finds it necessary to keep on hand up to ten copies of popular mil specs.

The system works well for General Dynamics as it contains nearly all the material they require and the collection needs little physical upkeep.

HONEYWELL INC., MARINE SYSTEMS CENTER, WEST COVINA

The Honeywell library and facility is very much smaller than General Dynamics. Yet, the mil spec requirements and services are nearly duplicates of General Dynamic's. The Components and Materials Department has a VSMF mil spec microfilm service with satellite and reader printer. Their staff feels that the up-dating service is not fast enough, and that the cartridge service does not contain every spec they need. For these reasons Honeywell also collects three hard copies of selected mil specs they expect to use. These are kept current by checking all of their mil spec numbers against the Mil-Fed Specification Library and Revision Service (published weekly and quarterly by Johnson Research Corp.), which lists all new supplements. This lengthy task produces a list of needed up-date sheets, which then must be ordered, and when received, filed with the original mil spec.

This selective collection of mil specs is perhaps 60% of the total number of mil specs, requires 42 file drawers and four man hours per week for basic maintenance (no reference or retrieval time included).

Both the General Dynamics and Honeywell libraries are extremely enthusiastic about the possibility of a free local mil spec library. Although both would continue to maintain their own collections, they feel that they would often call upon the library for assistance with specs they do not have. They agree that this collection would be a fantastic service to other local companies.

CALIFORNIA STATE LIBRARY, GOVERNMENT PUBLICATIONS SERVICE, SACRAMENTO.

In 1967, at the suggestion of an administrator of the local Small Business Administration office, the Government Publications Department began to look into providing mil specs to the public. The gentleman wanted to be able to refer clients to the library, rather than to local military posts, where military security clearances are necessary. Because the department has not kept a tally of their clients or the collections use, we cannot positively define the users, but Miss Schell, Department Head, notes that the collection is also heavily used by state and federal agencies. She admits that although the collection is already used fifty times a week, it would be more heavily used following more publicity.

Miss Schell was not aware of the monetary value of specs to companies, or the fact that several companies exist solely by supplying these documents to local companies at costs of from $5 to $30 each. Such companies in the Los Angeles area are Global Engineering and Air World Publishing. Each provides twenty-four hour service. The local D.C.A.S. (Defense Contract Administration Services) office in Pasadena has all the mil specs on file, and allows them to be used in the office, but will not loan copies.

The California State Library has chosen to receive all mil specs in hard copy only. Two years ago, at the cost of $5200, they purchased from the Naval Supply Depot the complete set of standards and specifications, including:

Military Specification
Military Standards
Military Standards MS no.
Qualified Products List
Army - Navy Aero Standards
Army - Navy Aero Design Standards
Air Force - Navy Aero Standards
Air Force - Navy Aero Design Standards
ANA Bulletin. Air Force - Navy Aero Bulletin
Army - Air Forces Bulletin
Army - Air Forces Standards
Navy Aircraft Factory Standards
Type Specification. Naval Facilities Engineering Command
U.S. Bureau of Yards & Docks Type Specifications
U.S. Naval Facilities Engineering Command Naval Facilities Specifications
Weapons Requirements
U.S. Air Force Standards
U.S. Air Force Specification Bulletin
U.S. Bureau of Yards and Docks. NavDocs Specifications
Naval Bureau of Aeronautics. Avionics Installation Instructions

Daily the State Library receives up-date sheets (25 - 300 pages per day) for which they pay the annual fee of $4.50 per class (approximately 610 classes). These sheets are filed immediately following the original document. Up-dated batch shelved once a week.

The specs are shelved on regular book shelving, separated occasionally by numerical guides. The mil specs and standards require 40 book shelves (8 stacks), while all the additional materials require only an additional 13 shelves. Neither growth rate figures nor projections for future shelving requirements are available.

Upon starting the collection, the library received 58 boxes of documents (one copy of every active mil specification and standard). Each box was numbered and the documents were in numerical order. The set-up work required 160 hours (4 man weeks) to stamp "property of..." and Dewey number, and 160 man hours to sort and shelve.

No figures are available for the time or cost of retrieval, nor the cost per use.

Mil specs are often cancelled. The State Library will always keep the cancelled specs. The State Library also receives Interim Specifications and Standards (those adopted by only one or two departments). Federal specifications may be ordered by any government document depository library.

The procedure used by the California State Library mil spec collection is extremely streamlined, practical and simple. I have followed their system in designing a proposal for a local mil spec collection.

PROPOSED STRUCTURE FOR A MILITARY SPECIFICATION AND STANDARD COLLECTION.

ACQUISITION AND SET UP.

The complete collection of specifications and standards (perhaps just the first three listed earlier) would be purchased from the Naval Supply Depot for a maximum of $5200. A subscription to the up-dating service on all classes would be instituted at once for a cost of $4.50 per class (Maximum $2790.00). The collection would house one hard copy of all materials. Up-dates would be shelved twice weekly by clerks and placed immediately after the original document. Each document, complete with up-dates, would be placed in a closed manila file folder and filed numerically by mil spec number on regular book shelving.

FINANCE

The collection project need not only be sponsored by the MCLS, but might include the following participants:

Los Angeles Public Library
Los Angeles County Library
Orange County Public Library

Companies to use these materials are found in any of these jurisdictions. With the cooperation of all these libraries, the cost per system for the collection operation would be considerably less. It is hoped that many of these library systems would help to finance this necessary, unique and valuable service.

HOUSING, LOAN AND DELIVERY

The collection might be housed in any of the MCLS libraries which has room to accommodate the collection and its growth. Hard copies requested by libraries or directly by the requestor company could be easily delivered to the nearest participating library by the MCLS truck within 24 hours. Patrons could take the material with them to work, or merely photocopy the required pages at the library. Specs should be loaned for three weeks, and might be renewed by phone call to the local library for two weeks. The local library must, of course, notify the housing library by teletype. Lost mil specs will bear a charge comparable to the purchase price charged by Global Engineering.

EQUIPMENT

The collection will require eleven book stacks, six hundred closed manila file folders, work and reference space and desks, as well as minor supplies.

INITIAL SET UP

Each mil spec shall be stamped with an identification mark giving the name of the library and, if possible, the date received.

The set up time will be great. The State Library, as noted, required a total of two man months of clerical time. If care is taken to open boxes numerically and systematically, this work should be accomplished in much less time. It would be preferable to have the collection operable within one month. This estimate does not include professional supervision time allowance. After the system is implemented, a minimum of five hours per week clerical time will be required for minimal maintenance (filing up-date sheets, stamping incoming materials).

Time to be spent on retrieval of documents for patrons and reference work cannot be estimated, but the collection probably will not require full time professional coverage. Work with mil specs might be delegated to either the government documents or business and industry librarian until use requires full time professional help.

PUBLICITY

To make a truly successful service of this collection would require a lot of publicity. The program should incorporate press releases to all local and Los Angeles newspapers, perhaps some free radio spots, flyers to companies, the Defense Contract Administration Services, engineering, science and management associations, special and public libraries, and small posters for company bulletin boards.

FEDERAL SPECIFICATIONS

Federal specifications could be received by any one of the three known government publications depository collections in MCLS: Pasadena, Pomona and Torrance.

CONCLUSION

Military specifications and standards are vital to the operation of all aerospace companies and groups working on government contracts. As Los Angeles is one of the largest aerospace centers in the United States, and is currently in an economic slump, and as the service of providing free (as opposed to $5 to $30 fees per spec) Military Specifications and Standards would be an impressive, vital and money saving service to local companies, it seems practical to establish such a collection and service in the local public libraries. What could be of more service?

There follows a cost estimate for establishing and continuing a Military Specifications and Standards library collection.

COST ESTIMATES FOR ESTABLISHING A MIL SPEC LIBRARY

BOOK MATERIALS

Initial purchase of all current documents in mil spec index	$ 5,200.00
Yearly up-date service @ $4.50 per class	2,790.00
20 sets of Mil Spec Index (DOD Index)	400.00
INITIAL BOOK SET-UP	$ 8,390.00

EQUIPMENT

Shelving: 11 stacks

Work table, desk, chairs, circulation system?

Miscellaneous supplies: Manila folders, etc.

STAFF TIME

Clerical cost for initial set up - 8 work weeks @ $400.00 per month	800.00
Minimum upkeep - 5 hours per week @ $2.00, one year	480.00
	$ 1,280.00

TOTAL COST ESTIMATE FOR SETTING UP COLLECTION AND FIRST YEAR SERVICE	$ 9,670.00

TOTAL COST ESTIMATE PER YEAR FOR FUTURE OPERATION: $3,320.00
(Includes up-date service and minimum upkeep)

APPENDIX III

DRAMATIS PERSONAE

Those most closely associated with the Project from its inception to completion are listed below in alphabetical order:

(Mrs.)Marjorie S. Boche, Project Librarian, Pomona Public Library.

(Mrs.)Lucille Bucher, Supervisor, Business and Industry Division, Pomona Public Library.

Marjorie C. Donaldson, City Librarian, Pasadena Public Library.

(Mrs.)Dianne Hardisty, Public Information Assistant, Pomona Public Library.

Raymond M. Holt, Library Consultant, (formerly City Librarian, Pomona Public Library).

Robert S. Meyer, Library Consultant and co-author of *The Library and the Economic Community*.

Gerhard N. Rostvold, Urbanomics Research Associates, co-author of *The Library and the Economic Community*.

(Mrs.) Sophia P. White, Project Librarian and Coordinator, Busiand Industry Division, Pasadena Public Library.

(Mrs.) Joan L. Winegar, Project Librarian, Pomona Public Library.

APPENDIX IV.

A LIST OF BOOKS USED IN THE ROVING COLLECTIONS

A. SETS I AND II.

Roving Collection Sets I and II contained the following titles:

The Peter Principle by L. J. Peter, Morrow
Up the Organization by R. C. Townsend, Knopf
The Wall Street Jungle by R. Ney, Grove
Dartnell Personnel Director's Handbook, Dartnell
The Evaluation Interview by R. A. Fear, McGraw
Negroes & Jobs by L. A. Ferman, University of Michigan Press
How to Build a Dynamic Sales Organization by R. McMurray, McGraw
Handbook of Business Administration by H. B. Maynard, McGraw
Computers, Office Machines and the New Information Technology by C. Heyel, Macmillan
Project Management and Control by R. Martino, American Management Association
Dartnell Public Relations Handbook, Dartnell
Cost Accounting by A. Matz, Southwestern
Industrial Marketing by R. S. Alexander, Irwin
Production Management by H. M. Broom, Irwin
The Technical Elite by J. M. Gould, Kelley
Managers Must Lead by R. A. Killian, Macmillan
Manufacturing Management by F. G. Moore, Irwin
Damage Control by F. E. Bird, American Management Association
Dealing with a Union, American Management Association
Standard Handbook for Secretaries by L. I. Hutchinson, McGraw
Labor Relations by A. A. Sloane, Prentice-Hall
Business Letter Deskbook by L. L. Lewis, Dartnell
20th Century Typewriting by D. D. Lessenberry, Southwestern
Office Operations Improvement by B. Payne, Macmillan

B. SET III.

Roving Collection Set III contained the * titles from the Sets I and II list, augmented by the books in 1, 2, or 3, depending upon the kind of firm in which it was to be located.

1. For Financial Institutions

Bank Management by W. Kennedy, Bankers Publishers
The Banker's Handbook by W. H. Baughn, Dow Jones-Irwin
Credit Unions: Theory and Practice by J. Dublin, Wayne State University Press.

2. For Those Running Their Own Businesses

Managing the Small Business by L. L. Steinmetz, Irwin
How to Run a Small Business by J. K. Lasser, McGraw
Starting and Succeeding in your Own Small Business by L. L. Allen, Grosset
How to Organize and Operate a Small Business by P. C. Kelley, Prentice-Hall

3. Running Retail Stores

Can a Smaller Store Succeed? by J. Cahill Fairchild
The Booster and the Snitch: Department Store Shoplifters by M. O. Cameron, Free Press
Techniques of Practical Selling by T. F. Stroh, Dow Jones-Irwin
Strategy of Successful Retail Salesmanship by A. Zimmer, McGraw

APPENDIX V

BIBLIOGRAPHY

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Holt, Raymond M. and Rostvold, Gerhard N., *The Community Library in an Age of Change: A Case Study of Public Libraries in the San Gabriel Valley.* Pomona, 1965.

Information for Business Decision Making: The Public Library and the Economic Community. [Pasadena] 1970.

Meyer, Robert S. and Rostvold, Gerhard N., *The Library and the Economic Community: A Market Analysis of the Information Needs of Business and Industry in the Communities of Pasadena and Pomona, California.* Walnut Creek, California, 1969

Preston, Katherine Harris, *Reference Service to Meet Community Needs: A Survey of the Reference Resources and Services of the Metropolitan Cooperative Library System.*, [Pasadena] 1970.

Workshop on Library Service to Industry, Sacramento, California State Library, 1970.

APPENDIX VI

LSCA DEMONSTRATION PROJECT GRANT EXPENDITURES

	PASADENA	POMONA	TOTAL
PERSONNEL	$ 83,843.17	$64,388.22	$148,231.39
EQUIPMENT	4,551.41	2,495.09	7,046.50
OPERATION	3,841.92	5,850.23	9,692.15
RESOURCES	37,146.43	13,183.53	50,329.96
TOTALS	$129,382.93	$85,917.07	$215,300.00